

Program Evaluation of the Nation Leader Cadres in Taruna Nusantara Senior High School Magelang

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Abstract: This study aims to evaluate the application of implementation the national leader's cadre program in Taruna Nusantara Senior High School Magelang. This research also explores the theory and application of various disciplines sciences related to the process of the cadre of Indonesian leaders. The collaboration of various disciplines sciences resulted in two levels, which are: (1) macro level, as the basis for determines the strategy and policy of the nation according to the Indonesia's national paradigm to reach the national goals. (2) Micro level, which is the implementation values as the basis to organize the cadre of national leaders in Taruna Nusantara Senior High School. The sub focus of this research is directed to discuss the basic needs of the goals, implementation and the outcomes of the program. Program evaluation using the Stake's Countenance Model, data collected from competent informants were analyzed using conformity and contingency analysis for each component of all stages and assessed on the high, medium and low categories, based on the evaluation criteria. Data analysis employs Milles & Huberman in which the results show in the high category. The findings resulted in recommendations: (1) On macro level, the program needs: the education management concepts development, the funding management concepts development; and the HRM management concepts development, for build the Taruna Nusantara University as a continuation of the concept of regional human investments and the needs for the Minister of Defense Republic of Indonesia's policy to allow active TNI members to become instructor Taruna Nusantara High School education institutions. (2) at the micro level: the improvement of the Taruna Nusantara Senior High School curriculum, the formulation of Prosmek's guidelines, the improvement of IT education, and monitoring the alumnus of Taruna Nusantara High School as a consideration in the implementation of education in SMA TN.

1 INTRODUCTION

The Indonesian nation is required to be able to stand firmly as a sovereign nation while simultaneously being able to respond and anticipate any changes in the global strategic environment, regional, and national. The condition of the Indonesian as a nation as a diverse nation of various tribes, religions, races and ethnic groups (SARA) in the realization of nationalism is being tested. The various problems political, economic, social, legal supremacy and national cases such as terrorism, radicalism, community life intolerance, drugs, corruption of some leaders of the State Higher Institution and various cases of election of local government leads on SARA tearing the soul of national unity. By the

end of the situation if not intelligently managed may result in the dissolution of a State of the nation.

Indonesian people needs the strong leaders to solve the problem who have integrative leadership, communicative, accommodative and capable, credible and wise, consistent, firm and appropriate to be figure of the people (Lemhannas Alumni, 2006, p.226). Ironically in such a situation, when the nation wants to get out and survive the problem, the Indonesian nation is experiencing a crisis of national leadership. Regeneration as an effort of human readiness (Thomas Suyatno, 2012, p.7) in preparing the quality of human resources who have character, integrity, be educated, competent and have the strategy insight as well as statesman not well conceptualized.

Various educational institutions in Indonesia seek to contribute to improve the quality of human character, integrity and identity based on the cultural history of the Indonesian nation. One educational institution has special vision and mission for national leaders Cadre Program, namely Taruna Nusantara Senior High School (SMA TN). The cadre Program of Nation leaders have been held in SMA TN since 1990 (Notarial Deed No. 21, 1990) and produces alumni with an average of 15 people in each province of Indonesia with a strategic position in his work (Document SMA TN, 2016).

The education system at SMA TN is implemented in boarding school which is realized in the form of Tri Education Center which includes; the atmosphere of family, school, and society by using the Among method as follows: (1) teaching with emphasis on intellectual potential (cognitive), (2) training with emphasis on skills (psychomotor), (3) national character (enculturation and internalization within the framework of national character building) transformed the fanatical mindset of ethnic /local/religious behavior into Nusantara (affective) culture.

2 THEORETICAL FRAMEWORK

Implementation of the cadre of national leaders is interesting to be examined scientifically because the result is the human competent and effective as human superior. Superior and competent human figures as defined under HCM requirements are intellectual capital, organizational capital and social

capital as national capital (Sandra Burud and Marie Tumolo, 2004, p.11).

The relevance of the fifth disciplines of science is due to conceptual descriptions: (1) Organizational theory discusses social structure, participation, purpose, technology, and environment (David Jafee, 2001, p 2). Whereas (2) organizational behavior theory discusses the nature of people including: individual differences, whole human being, motivated behavior and one's dignity and the organizational nature of social system and mutual interest (Manahan P. Tampubolon, 2012, p.7).

Furthermore, (3) HRM has linkages to the cadre of national leaders because the HRM framework includes: competitive challenges, human resources and employee concerns (Bohlander, Snell, 2009, p.5), and (4) HCM because the context is human readiness that is preparing the plenary as a competent and effective leader of the nation in leading the nation to realize the goals of the nation (Suyatno, Thomas 2012). (5) Human Capital Management is a system for improving the performance of those in core competencies (Hall, Bradley W, 2008. p.4).

The values of the collaboration result of the scientific discipline systemically become the basis of the need, the goals and objectives of the program of organizing the cadre of Indonesian leaders in SMA TN and showing nothing contradictory, even the result led to the values of the competence of the expected leader of the Indonesian nation. Description of the theory and the concept if described in the application of the relationship element of the implementation of the cadre of national leaders in SMA TN are as follows:

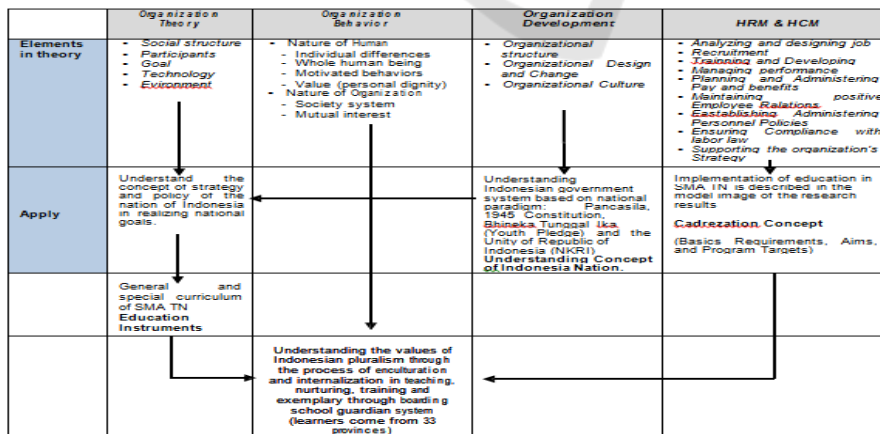


Figure 1: Application of interdisciplinary relationships in terms of the implementation of national leader cadre programs in high school TN.

The collaboration from scientific discipline produces two levels:

- 1) The Macro level, produces the competence value of national leaders who have the

ability to determine the policies and strategies of the Indonesian nation to realize its national goals.

- 2) The Micro level is the implementation values that are used as guidance in the process of the cadre of the leader of the nation in SMA TN.

The Issues raised in the research of regeneration of leaders of the nation in SMA TN, namely: (1) is there relevant the implementation of the nation's leader regeneration in SMA TN with the interests of the Indonesian nation, (2) on the macro level, whether the values of the collaboration result of the scientific discipline systemically be the basis of the needs, goals and objectives of the program of managing the regeneration of Indonesia leaders in SMA TN? (3) In micro level, the emphasis is to know how the stages of process of the nation's leader regeneration in accordance with Stake's Countenance Model include: (1) how the basic needs, objectives of the program and educational instruments, (2) how the process of organizing i.e.; recruitment, teaching, learning, training, parenting and supervision, and (3) how the results of achievement.

3 RESEARCH METHOD

This research used qualitative method with program evaluation approach. The data were collected using research instrument with interview technique, observation, document study and questionnaire. The data were collected from competent informants in the field, namely the personnel of the educational institution and the students of SMA TN. The data obtained are tested its validity using data triangulation techniques that include triangulation of data sources, triangulation of data collection techniques and time triangulation.

Data analysis techniques using Miles and Huberman through the process of data reduction process, data presentation and conclusion/verification. Evaluation uses the Stake Countenance Model, through three stages: (1) the input/antecedents, (2) the process phases (transactions) and (3) the outcomes. Records of the empirical conditions of these aspects at each stage, then compared to the evaluation criteria. For knowing the suitability of each aspect with the aim (intents) is done congruence and contingency analysis. At the end of the analysis, the results of the evaluation are interpreted into three categories: (1) high, (2) moderate and (3) low.

4 ANALYSIS

The evaluation of implementation the national leader's cadre program in Taruna Nusantara Senior High School based on these results findings:

- 1) Macro Research Result Review based on Theory and Apply.
 - a. The national leader's cadre program is closely related to the Organization Theory, Organization Behavior Theory, Organization Development Theory, HRM and HCM.
 - b. Collaboration values from systemic science as the underlying nature of the implementation of national leader's cadre program by SMA TN.
 - c. Cadre program produce competent national leader figures as superior human, supporting his leadership effectiveness as national human capital assets.
 - d. The concept of boarding school constitutes the most effective way in cadre program through enculturation, socialization, internalization and value actualization.
- 2) Research Findings to be focused on Macro Level Improvement from Perspective of Theory and Apply.
 - a. Special curriculum of SMA TN shall need improvement and accession of subject materials to reach macro values of the result from theory of collaboration: Organization Theory, Organization Behavior Theory, Organization Development Theory, HRM and HCM.
 - b. Researcher suggests that in the realization of human readiness the knowledge complement needs to be improved to university level with adjusted and adaptable regional local genius in order to empowering the local regions.
 - c. It requires mapping of detail elaboration of each conceptual theory into national leader's cadre program cycle that has been yet owned by SMA TN.
 - d. It requires developmental concept for SMA TN in the future related to the change of free tuition into Operational Education Fee that influences the recruitment.
- 3) Evaluation Result of Macro Review

Micro points of emphasis on sub-focus aspect in the evaluation of educational national leader's

cadre program with Stake model through each stage are:

a. Antecedents

In the prior condition of national leader's cadre program in SMA TN, all aspects show in the high category with a mean of 88.2%. It indicates that most of the aspects in the antecedents include: basics of program requirements, goals, and target as well as education instruments are established and accomplished in accordance to the criteria. The following points are causal factors of unaccomplished ness to reach mean 88.2%:

a) Particular Curriculum of SMA TN

The special curriculum of SMA TN still needs to be refined, especially the content of the substance of improvement in the subject materials related to the macro values that reach the national strategy policy.

b) The obstacles faced in the development of Teachers and Education Personnel of SMA TN are: a) TNI Law Number 34 Year 2004 prohibits the active TNI to be assigned as a guardian, complicating recruitment and may result in reciting quality of training and guidance. (b) Severance system that has not been programmed to guarantee the retirement period so that it affects the work ethic especially for educators and senior educational.

c) Mechanism Procedures

Mechanism procedure of SMA TN has not met the standards and criteria with low value. It has not been formulated in the manual. The execution of inter-functional relationship has been run based on the job description as stated in the organization structure of SMA TN.

d) Educational Technology and Information

Educational technology and information of SMA TN acquires moderate evaluation results since it is still under developments among them are: 70% of learning media and network and hardware rearrangement, 40% of integrated software development and information system and 75% of requirement of learning process and administration support.

b. Transactions

The implementation of the national leader's high cadre program of SMA TN is in the high category with an average grade of 90.2%. This means that most of the aspects contained in the transactions stage are carried out according to the criteria. The evaluation results of each aspect are described as follows:

a) Recruitment has been implemented

through the stages as outlined in the New Student Admission Guidelines, New Student Admission Report and Evaluation of New Student Admission.

b) Teaching: teachers are able to prepare planning, implementation, evaluation of teaching and enrichment of teaching materials with proper technique, time, precise target according to educational goals.

c) Educating is done by parenting techniques, teach, love, and care for through the method of guidance (pamong). The Pamong/P3 has: figure, character, integrity, discipline and able to accompany the students. The guardian has the ability to observe the students' behavioral symptoms, the ability to do the treatment, the ability to evaluate the care provided.

d) Training has been aligned with what is taught. The Trainers are able to arrange and plan the training according to time and activities available. The Trainers are able to deliver the training material, using various methods or techniques that vary in providing practice. With realized conducive and safe atmosphere, they are able to evaluate the results of the training.

e) Management has been established through some stages: preparation of work program plan and budget plan (PKRA), implementation of education management, reporting and supervision of the implementation of education management. It has achieved the quality of service and administration of well-accredited SMA TN, with ISO 9001: 2015 standards. In the management SMA TN has achieved the accreditation value from the School Accreditation Board 2015 with 99 scores.

f) Institutional relationships with partners have been effective, the results achieved

- include: scholarships to selected students continue to grow from year to year, grant support facilities, and inter-school exchange programs including the provision of student opportunities in following the continuation of after graduated from SMA TN.
- g) Evaluation has been done on each process starting from recruitment process of students up to institute relationship process with partners/stakeholders.

5 RESULTS

5.1 Outcomes

The result of national leader's cadre program in SMA TN shows in the high category with an average of 92%. This means that most of the aspects contained in the outcomes stage are implemented in accordance with established standards and criteria. The evaluation results of each aspect are described as follows:

- 1) The result of internalizing evaluation of three aspects of leadership values in the behavior of students has met the criteria and standards determined by the indicator:
 - a) The development of personality values from the spiritual, social and leadership aspects, each student continues to increase empirically according to the stages of coaching student personality.
 - b) The average graduation rate of students from 2012 to 2016 was 83.4 at least while the standard score of graduation = 70.
 - c) Four failures of students to meet the minimum value ≥ 70 from 1590 students, it indicates that there are 0.25% students who fail.
- 2) National exam results (UN) have met the criteria and standards specified for:
 - a) Social majors and the values include respectively: Mathematics = 78.87, Indonesian = 78.66 and English = 79.07.
 - b) Natural Science/Mathematics and Science majors and the value include respectively: Mathematics = 82.12, Indonesian = 82.68, and English = 81.83.
 - c) National exam results for Mathematics, Indonesian and English subjects in both Social Studies and Natural Science/Mathematics and Science on average ≥ 70 .
- 3) The average values of practice exam of Physics, Chemistry and Biology subjects in 2012 until 2016 have met the standards and criteria. The average score of practice exams of each subject is:
 - a) Physics = 80.76
 - b) Chemistry = 80.59
 - c) Biology = 81.67. While the passing standard value for the Physics, Chemistry and Biology subjects exam is on average = 80.
- 4) In the results of physical fitness test (A, B and C) average value is above the passing standard 75. The result of physical fitness test of students who graduated from 2012 to 2016 is $78.8 \geq 75$.
- 5) The absorptivity of graduates has fulfilled the standards and criteria. From 1993 to 2016 there are 6685 students from 6949 graduates who continue the study (97%), they are respectively: national university and service: 48.1%, TNI and Akpol Academy: 31.1%, STIN: 1.7%, private university: 14%, and overseas education: 5.1%. It indicates 90% of the standard absorptivity has been reached.
- 6) Character integrity and graduates insights
 - a) Showing the stability of the soul and standout adaptability of the environment, especially discipline/orderliness and responsibility for the task.
 - b) Posses tenacity, competitive soul, dedication, moral, honesty and high responsibility.
 - c) Sympathetic, excellent performance in the lead of hence the positive impact of the work shows in the environment.
 - d) Showing the ability to be a paragon for the environment, talents that are certifiable for the organization, commitment to achieve good performance.
 - e) Showing good behavior, decencies in speech, hardworking and zealous mindset.
 - f) Showing non-discriminating way in making friends/subordinates, not primordial/fanatic to certain tribe and

- religion and showing friendliness with anyone.
- g) Having a high korsa nature (respect, loyalty, awareness and selfless), militancy (strong sense of nationalism, tenacious fighting spirit, tough and independent).
- 7) Career Development of Graduates
- a) The majority positions held normally is strategic position as a succession to be top leaders in various agencies.
 - b) The advantage of the profession is able to compete, with the distribution of positions in various professions so as to build networking across the professions in and outside the country. Meanwhile, in provincial level there are around 15 graduates and the numbers keep increasing year by year.
 - c) The relatively young age has a great career opportunity to reach top of the profession.
 - e) Posses the character of integrity, independence, soul korsa (respect, loyalty, awareness and selfless) and hardworking power to support success in the career.
- 4) Maintaining and improving the quality of SMA TN and its components and always updating to respond to the challenges of change so that the public trust is established as a selected educational institution.
 - 5) Updating special curriculum of SMA TN in order to add subject materials that reach the macro values.
 - 6) Continuous socialization to the community and all stakeholders about the importance of the right education in addressing the challenges of the nation of Indonesia in the future. The step of the regeneration of the Indonesian nation leaders carried out by SMA TN will get support and reinforcement in realizing the goals of education.
 - 7) The Indonesian Defense Minister as the SMA TN Trustees needs to issue policies related to the TNI Law No. 34 of 2004 which prohibits active TNI being assigned to be instructor as SMA TN officials. This is very necessary to prevent the decline in the quality of teachings in the field of service, training and care.
 - 8) It is necessary to build the University of Nusantara, whose scientific uses are adjusted to the potential of student's origin regions, as a continuation of the concept of regional human investments, creating human capital that is ready to lead their region.
 - 9) Mechanism Procedure of SMA TN needs to be made in the form of a guidebook equipped with IT applications as a reference in arranging harmony of work relationships between functions/elements therefore it will be more effective and efficient and facilitate supervision.
 - 10) Information and technology (IT) of education needs to be continuously improved in line with the needs of the continuing education of SMA TN, in particular can guarantee and protect the interference, the entry of information contrary to the values of education through gadgets.
 - 11) Special treatment for students from certain regions needs to be continued as a consequence of fulfillment of archipelagic unity in diversity.
 - 12) Monitoring results of internalization of leadership values of high school alumni who work in various agencies needs to continue to be done as consideration in the implementation of education in SMA TN.

6 CONCLUSIONS

In conclusion, the evaluation of national leader's cadre program in SMA TN at all stages is done according to the standard and criteria, with average achievement value in Antecedences, Transactions and Outcomes stages respectively 88.2%, 90.7%, and 92%.

To achieve the expected conditions, these are some recommendations to be considered:

- 1) Concept Development is highly suggested to be increase, namely: the concept of organizational development, the concept of education management development, the concept of personnel management development, the concept of financing/funds.
- 2) The strategies adopted include: Development of Organizational Structure, Development of HRM Strategy and Building and Expanding Institutional Relations.
- 3) Creating strategic plan of roadmap/blueprint for the short, medium and long term as the basis of development based on the concept predetermined.

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