

Evaluation of Human Resource Management Policy Human Resources Management Policy in the Navy in the Lanal Malang

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ABSTRACT: Human resource management (HRM) is a key factor in organisational effectiveness, especially in a military environment such as the Indonesian Navy, which requires high readiness and professionalism. In the Personnel Staff of the Naval Base (Lanal) Malang, a gap was found between the main tasks and functions (tupoksi) stipulated in the regulations and their implementation in the field.

One of the main problems is the mismatch between the competence of personnel and the assignments given, which has the potential to hamper organisational effectiveness.

This research aims to analyse HR management policies, assess the effectiveness of their implementation, and evaluate their suitability to organisational needs. Using a qualitative method with a descriptive approach, data was collected through interviews with HR officials, analysis of policy documents, and direct observation in the work environment.

The results showed that HR policies at Lanal Malang have been prepared in accordance with applicable regulations, covering aspects of training, career development, welfare, and personnel placement. However, its implementation still faces obstacles, such as limited resources for further education, low motivation of personnel in improving competence, and mapping of assignments that are not fully expertise-based.

To improve the effectiveness of the policy, this study recommends several strategic measures, including the provision of educational incentives to increase personnel motivation, optimisation of competency mapping for more targeted assignments, and periodic evaluation to ensure HR policies remain adaptive to dynamic organisational needs.

KEYWORDS: Management; Human Resources; Policy; Navy

INTRODUCTION

The Indonesian Navy (TNI AL) is one of Indonesia's armed forces that has the main task of maintaining state sovereignty in the territorial waters. As an integral part of the TNI, the Navy plays a role in maintaining maritime security, enforcing the law of the sea, and protecting national interests, which are largely dependent on sea trade routes. In addition, TNI AL also carries out military operations other than war, including assistance. In carrying out its duties, the TNI AL is responsible for the defence of Indonesia's territorial waters, which include the territorial sea, Exclusive Economic Zone (EEZ) and continental shelf. This task includes the prevention and prosecution of maritime threats such as piracy, smuggling, and violations of sovereignty by foreign vessels. In addition, the Navy also plays a role in navigation safety, assistance in natural disasters, and participating in international peace missions. Therefore, TNI AL personnel must have high competence, both in naval warfare tactics and in the mastery of modern technology and equipment.

One of the crucial aspects in supporting the effectiveness of TNI AL operations is the management of human resources (HR), especially in terms of personnel placement. Proper placement in various positions, ranging from commanders to administrative, technical and logistics staff, is a determining factor in the smooth running of administrative and operational activities. In this context, the HR management policy implemented must ensure that each personnel has the qualifications and skills appropriate to their duties and responsibilities. Lanal Malang as one of the Navy bases, has an important role in supporting maritime operations in East Java waters. The Personnel Staff at Lanal Malang is responsible for HR management, including recruitment, placement, career development, and coaching and training of personnel. They must ensure that each personnel has the appropriate competence for the assigned tasks and the availability of adequate human resources to support various operational activities.

Effective HR management in military organisations such as the Indonesian Navy greatly affects operational readiness, efficiency of task execution, and continuity of personnel development. Suboptimal HR management can lead to mismatches in personnel deployment, lack of training, and mismatches between individual capabilities and organisational needs. As a result, this can have a negative impact on the effectiveness of the Navy's overall performance. Although normatively HR management in the

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Navy refers to the principle of 'the right man in the right place' and aims to develop personnel competencies on an ongoing basis, in practice the HR management policy at the Personnel Staff of Lanal Malang still faces a number of obstacles.

Based on initial observations, several main problems were found, including:

1. Mismatch between personnel needs and placement - Many personnel are placed in positions that are not in accordance with their expertise and experience background, which has the potential to reduce the effectiveness of individual and organisational performance.
2. Lack of effectiveness in career development policies - The career management and training system has not been fully progressive and comprehensive, so many personnel feel stagnant in their careers.
3. Lack of access to training and skills development - Limited training programmes lead to a lack of readiness of personnel to deal with new technological developments and strategies.
4. Gaps between main tasks and functions (tupoksi) and real tasks in the field - In practice, there are differences between the tasks that should be carried out and the reality in the field, which can hamper operational effectiveness.

These challenges are exacerbated by global dynamics, such as developments in maritime technology, new security threats, and changes in modern military operations strategies. TNI AL Staff Personnel are not only required to carry out administrative and operational tasks, but must also continue to improve their competence in order to adapt to the demands of the times. This study is important to analyse HR management policies in the Personnel Staff of Lanal Malang and identify various obstacles that hinder the effectiveness of the existing system. By understanding the factors that influence HR management, it is hoped that the right solution can be found to improve the effectiveness of HR management, both in terms of recruitment, placement, training, and career development.

Effective HR management can provide concrete benefits, including:

1. Personnel are placed according to their expertise and potential.
2. Clear career paths and self-development opportunities for each individual.
3. Increased productivity and contribution of personnel to the organisation.
4. Increase motivation and loyalty through attention to personnel welfare and needs.
5. Increase efficiency and effectiveness in the implementation of tasks.

Thus, this research aims to evaluate HR management policies at Lanal Malang and provide strategic recommendations to improve their effectiveness in supporting the tasks and functions of the Navy as a whole.

RESEARCH METHODS

This research uses a type of qualitative research. Qualitative research is an approach that focuses on an in-depth understanding of the phenomenon or issue under study, through the collection and analysis of non-numerical data, such as interviews, observations, and document analysis. This approach is very useful for examining the social context, behaviour, and experiences of individuals or groups in certain situations. In qualitative research, researchers play an active role as the main instrument in data collection and usually use interpretive methods to understand complex phenomena (Sugiono, 2016).

The data analysis technique used in this research is explanatory descriptive analysis, which aims to provide a systematic, factual, and accurate description of the facts related to the management of human resources (HR) in the Personnel Staff of the Navy Lanal Malang. This analysis not only focuses on describing the phenomena that occur, but also explains the relationship between variables, and seeks an in-depth understanding of the HR policies implemented.

Data analysis according to Miles & Huberman (2014: 17), suggests that activities in qualitative data analysis are carried out interactively and take place continuously until completion. Data analysis techniques in qualitative research include data collection, data presentation (data display), data condensation (data condensation) and conclusion drawing (verification) as follows: 1. data collection; 2. data display; 3. data condensation; 4. conclusion drawing/verification.

RESULTS AND DISCUSSION

1. Human Resources Management Policy at TNI AL Lanal Malang

Based on the results of an interview with the Chief of Personnel Staff of Malang Lanal, it is known that the human resource management (HR) policy at Malang Lanal is prepared by referring to the regulations and guidelines that apply in the Navy institution. 'We always refer to the central policy, but still make adjustments according to local needs at Lanal Malang,' said the Chief of Personnel Staff of Lanal Malang. The policy includes planning, implementation, and evaluation of HR management which aims to support the achievement of the organisation's main tasks. The policy development process involves analysing organisational needs, coordinating between sections, and adjusting to central policies.

HR management policies at Lanal Malang are prepared with reference to Law Number 34 of 2004 concerning the Indonesian National Army (TNI) and related regulations within the Navy. This policy is designed to support the achievement of the main tasks

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of the Navy, namely upholding state sovereignty at sea, maintaining the security of the sea area of national jurisdiction, and carrying out national defence tasks.

The implementation of human resource management policies also emphasises the fulfilment of the professionalism standards of TNI AL soldiers as mandated in the TNI Law. Career development, training and education programmes are designed to ensure every personnel has relevant competencies and is able to face operational challenges and modern technology. In addition, this policy puts forward the principle of fair and transparent rotation of positions, as regulated in the Navy's internal regulations. Evaluation of HR management policies is carried out periodically to ensure they are in line with organisational needs and the development of the strategic environment. This evaluation process involves analysis of personnel performance, reports on programme achievements, and feedback from various levels of the organisation. This step is in line with the TNI AL Chief of Staff Regulation on HR management which aims to improve organisational effectiveness and personnel welfare.

Regarding the placement of personnel, the Chief of Staff of Personnel underlined the importance of the Decree of the Head of the Navy Number Kep/1008/IX/2023, which stipulates the personnel composition of the main base organisation under Lantamal V. "As part of Lantamal V, this decision is our guide in compiling position formations and ensuring the placement of personnel in accordance with operational needs. In addition, this policy takes into account the characteristics of the tasks in Lanal Malang's work area, so that each personnel can contribute optimally".

a. Career Development

The findings show that the structure and process of career development at Lanal Malang has been systematically organised. The Head of Career Development and Training explained, 'We have a structured promotion and transfer system based on competence and organisational needs.' Career development is carried out through promotions, transfers, and periodic assessments of personnel performance. The process is based on predetermined criteria, such as individual competence, performance track record, and organisational needs.

However, not all personnel have equal access to career development opportunities. One informant mentioned, 'We feel that some strategic positions are only given to certain individuals, which sometimes leads to dissatisfaction.' Career development policies are considered quite relevant to organisational and individual needs, although there are some complaints about the lack of transparency in the selection process. Evaluation related to personnel career progress is carried out through a periodic assessment system that includes aspects of performance, competence, and development potential. The career development policy at Lanal Malang is designed to support the advancement of each personnel, both in terms of professionalism and the fulfilment of their rights as part of the Navy organisation. In its implementation, career development includes opportunities to continue education, attend training, and obtain promotions in a timely manner.

From the informants' accounts, it appears that career development at Lanal Malang is supported by progressive and systematic policies. Despite challenges, efforts continue to be made to increase personnel awareness of the importance of education and competency development to support their success in the organisation. With a comprehensive approach, it is expected that every personnel can reach their maximum potential and make the best contribution to the Navy.

b. Training and Education

Training and education for Navy personnel at Lanal Malang is organised in various forms, such as technical courses, leadership training, and further education. 'We organise training according to a predetermined schedule, twice a year,' Determination of training participants is carried out through a selection process that considers competence, performance, and the relevance of training to the duties carried out. Several personnel interviewed stated that the training provided was quite relevant to global challenges. 'Training related to defence equipment technology is very helpful in improving our competence,' said one trainee. However, obstacles in organising training, such as budget and time constraints, often become obstacles in efforts to improve personnel competence.

Training and education is one of the strategic efforts made by Lanal Malang to improve the competence and capability of Navy personnel. Based on data findings, the types of training provided at Lanal Malang cover various fields, one of which is the State Property Inventory (IKMN) training. This training is designed to equip personnel with the ability to manage and account for state assets professionally and in accordance with applicable regulations. The training is conducted periodically, according to the schedule and needs of the organisation. Related to the relevance of the training

c. Placement of Personnel

The personnel placement process at Lanal Malang is carried out by considering individual competencies, organisational needs, and rotation policies determined by the Navy. Based on an interview with the Chief of Personnel Staff of Lanal Malang, the placement is carried out through an analysis of position needs and competency matches. However, some informants revealed that the placement process was not entirely ideal. 'Sometimes we feel that we are placed in a position that does not match our competence,' said one of the personnel. This affects their motivation and performance. Evaluation of personnel performance after placement is done through periodic reports and feedback from direct supervisors.

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The placement of personnel at Lanal Malang is carried out by referring to the principle of compatibility between individual qualifications and organisational needs. In general, this placement is adjusted to the level of education and expertise possessed by each personnel. This policy aims to ensure that the tasks assigned can be carried out effectively and efficiently by personnel who have relevant competencies. The personnel placement process also pays attention to the flexibility and adaptability of individuals to new tasks.

The personnel placement process also takes into account an individual's flexibility and adaptability to new tasks. One of the personnel placed in a particular position stated, 'I feel that this new challenge helps me grow. Although it is not entirely in line with my background, the training and support provided has enabled me to perform my duties well.'

d. Personnel Welfare

The personnel welfare policy at Lanal Malang includes the provision of basic facilities, allowances, and psychological and social support programmes. Lanal Malang's Chief of Personnel Staff stated, 'We are committed to ensuring that the basic needs of personnel are met.' This policy is designed to improve the motivation and well-being of personnel, so they can perform their duties well.

Personnel welfare at Lanal Malang is one of the important aspects of human resource management oriented towards improving personnel motivation and performance. This welfare policy is adjusted to the functional position of each personnel, ensuring that each individual receives rights that are in accordance with their roles and responsibilities. One form of welfare implemented is the provision of various kinds of allowances. These include child allowances, which are designed to assist personnel in meeting the educational and welfare needs of their children. Nonetheless, the Head of Human Resources of Lanal Malang notes that there are challenges in ensuring equitable distribution of welfare. With a comprehensive welfare policy in place, Lanal Malang is committed to improving the quality of life for personnel and their families. This is expected to support the creation of a work environment that is conducive, productive, and aligned with the objectives of the Navy organisation.

2. Effectiveness of Human Resource Management Policy at the Indonesian Navy Lanal Malang

The main task of the Indonesian Navy (TNI AL) as stated in Law Number 34 of 2004 concerning the Indonesian National Army is to uphold state sovereignty at sea, maintain the territorial integrity of the Unitary State of the Republic of Indonesia (NKRI) at sea, and protect national interests at sea. In carrying out these tasks, the TNI AL plays a role in military operations for war and military operations other than war, including law enforcement and security in national jurisdictional waters.

Lanal Malang as an integral part of the TNI AL, has a strategic role in supporting the implementation of these main tasks. The main functions of Lanal Malang include organizing maritime potential development in its working area, logistical and administrative support for TNI AL elements, and securing sea areas in order to support military operations. In addition, Lanal Malang also functions as a support base that provides maintenance and repair facilities for TNI AL ships, as well as a center for coordinating maritime security operations.

The presence of Lanal Malang is crucial in managing and operating the human resources (HR) of the Indonesian Navy in the Malang area and its surroundings. Effective HR management at Lanal Malang is very important to ensure operational readiness in carrying out the main tasks and functions. Therefore, an evaluation of HR management policies at Lanal Malang needs to be carried out comprehensively and systematically in order to determine the level of effectiveness and suitability with the needs of the organization and the challenges faced in the field.

The human resource management (HR) policy at Lanal Malang is based on various internal regulations set by the leadership of the Indonesian Navy. There are at least four main policies that influence HR management in Lanal Malang, namely Regulation of the Chief of Naval Staff Number Perkasal/41/V/2010, Decree of the Chief of Naval Staff Number Kep/2448/IX/2023, Decree of the Chief of Naval Staff Number Kep/1008/IX/2023, and Decree of the Commander of Lantamal V Number Kep/-/VII/2024. Analysis of these policies is important to assess the extent to which existing regulations are able to support the effectiveness of HR management at Lanal Malang.

a. Regulation of the Chief of Naval Staff Number Perkasal/41/V/2010

This policy provides technical instructions related to the preparation of the main points of the organization and procedures in the Indonesian Navy, including the organizational structure, work mechanisms, and division of tasks and responsibilities in various units. For Lanal Malang, this regulation is the main guideline in managing the organizational structure and HR governance to ensure work effectiveness and efficiency. In practice, the implementation of this policy at Lanal Malang must be adjusted to the operational dynamics and needs of the organization, such as the division of roles between military personnel and civil servants (PNS), as well as the synchronization of tasks with policies from the upper command. 2. Decree of the Chief of Naval Staff Number Kep/2448/IX/2023

This policy specifically regulates the composition of functional health personnel for civil servants (PNS) at TNI AL health facilities. Lanal Malang, as part of the TNI AL base network, has health facilities that serve the medical needs of military personnel and their families. The implementation of this policy affects the management of HR in the health sector, including the allocation of medical personnel, recruitment mechanisms, and career development for PNS serving at TNI AL health facilities. Evaluation of this

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policy needs to consider whether the composition of the personnel determined is able to meet the needs of optimal health services for soldiers and their families.

b. Decree of the Chief of Naval Staff Number Kep/1008/IX/2023

This policy determines the personnel composition of the main base organization under Lantamal V, which includes Lanal Malang. This regulation aims to ensure the availability and distribution of appropriate human resources according to the needs of the organization. The effectiveness of this policy can be analyzed from how the personnel composition at Lanal Malang has been able to support its operations and main tasks. Factors such as the adequacy of the number of personnel, the suitability of competencies to task demands, and the rotation and promotion system are important aspects in evaluating this policy. If an imbalance is still found between the number of personnel and the workload, then an adjustment is needed in the HR distribution policy.

c. Decree of Danlantamal V Number Kep/-/VII/2024

As a more specific policy for the main base under Lantamal V, this regulation contains provisions related to the organization and duties of the base. This policy serves as a guideline in the operations of Lanal Malang, including in the aspect of HR management. In evaluating its effectiveness, it is necessary to examine the extent to which this policy has been optimally implemented at Lanal Malang, whether it has provided clarity in the division of tasks and has been able to increase the efficiency of personnel work.

As part of a government institution, the human resource management policy at Lanal Malang is static and must follow the regulations and directions of the TNI AL leadership. Policy implementation is carried out strictly in accordance with the regulations that have been set out in various decisions of the Chief of Naval Staff and Danlantamal V. The organizational structure and work procedures that have been regulated in the Regulation of the Chief of Naval Staff Number Perkasal/41/V/2010 are the main guidelines in personnel governance. With a strong hierarchical system, flexibility in policy implementation is very limited, because every change must go through a mechanism that has been determined by the upper command. Even so, this centralized control ensures that policy implementation remains consistent across all work units, including at Lanal Malang.

The implementation of HR management policies at Lanal Malang has a significant positive impact on personnel performance. This is due to the high level of discipline within the TNI AL environment, where each individual has a strong awareness of their duties and responsibilities. A firm hierarchical system and a work culture based on compliance with the rules make personnel always work at high performance standards. With clear regulations regarding organizational structure, personnel composition, and main tasks, each personnel understands their role well, so that there is no overlapping of tasks or inefficiency in work implementation.

3. Evaluation of the Suitability of HR Management Policy with Organizational Needs

Policy evaluation is a crucial aspect in the public management cycle, including in the context of HR management at Lanal Malang. This evaluation is needed to measure the extent to which the implemented policy has achieved the expected goals and to identify aspects that need to be improved. In a military organization such as the Indonesian Navy, the effectiveness of HR management policies greatly influences operational readiness and the sustainability of main tasks. Therefore, periodic evaluation is an important step to ensure that existing policies remain relevant and able to answer the needs of the organization amidst the dynamics of the strategic environment.

In addition, policy evaluation functions as an instrument to identify the gap between regulations and implementation in the field. Although policies have been designed systematically and based on organizational needs, changes in operational conditions and developments in personnel needs can create new challenges that are not fully accommodated in existing regulations. By conducting an evaluation, the organization can obtain an objective picture of the effectiveness of the policy and design an adjustment strategy that is more responsive to real needs in the field.

In the context of Lanal Malang, evaluation of HR management policies is important because it is directly related to the operational readiness of the unit. Optimal organizational structure and personnel distribution will ensure that every function in Lanal Malang can run optimally. Therefore, the aspect of policy suitability with organizational needs is the main analysis point in assessing the effectiveness of policies that have been implemented. One important note in this evaluation is related to personnel placement, which is a determining factor in the effectiveness of carrying out tasks at Lanal Malang. Although the HR management policy at Lanal Malang has been implemented effectively, the evaluation results show that there are several inconsistencies in personnel placement, especially in terms of the suitability between educational background and the position held. Several personnel are placed in positions that are less relevant to the main expertise competencies they have. One concrete example found in this evaluation is the presence of personnel with an educational background in the health sector who are placed as adjutants or drivers.

This mismatch in placement can be caused by several factors, including organizational needs that prioritize structural aspects over specific expertise, limited number of personnel in certain categories, and distribution policies that are based on short-term needs rather than long-term HR development strategies. As a result, a situation occurs where personnel with specific expertise cannot make maximum contributions according to their competencies, while on the other hand, areas that require such expertise may experience a shortage of adequate personnel. The implications of this condition can affect work efficiency and organizational effectiveness. Personnel who are placed outside their field of expertise may take longer to adjust to their duties, so that work

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productivity is not optimal. In addition, aspects of motivation and job satisfaction can also be affected, considering that placement that is not in accordance with core competencies can reduce the sense of calling and satisfaction in carrying out tasks. Therefore, in order to improve the effectiveness of HR management policies, a more competency-based placement mechanism is needed as well as a periodic evaluation system to adjust organizational needs to the qualifications of existing personnel.

Based on the analysis that has been conducted, the HR management policy at Lanal Malang has generally been implemented effectively and in accordance with applicable regulations. The system implemented shows that the organizational procedures are structured, disciplined, and consistent in accordance with the regulations that have been set, such as the Regulation of the Chief of Naval Staff and various decisions of the Chief of Naval Staff and Danlantamal V. The implementation of the policy is also supported by a strong hierarchy-based work culture, ensuring that each personnel carries out their duties with high professionalism. The high level of discipline in the TNI AL environment makes this policy able to be implemented well without significant obstacles, creating operational stability and organizational effectiveness.

However, although the HR management system has been running in accordance with regulations, there are several aspects that can still be improved in order to optimize organizational performance and efficiency. One of the main findings in this evaluation is the placement of personnel that is not fully based on core competencies. Several personnel with specific educational backgrounds, such as in the health sector, are placed in positions that are not fully in accordance with their expertise, such as adjutants or drivers. This indicates that the personnel distribution mechanism still needs to be improved in order to better align individual expertise with organizational needs.

Improving the quality of HR management policies can be done through adjusting the competency-based placement system, taking into account the main qualifications of personnel before determining positions. In addition, there needs to be a periodic evaluation of the effectiveness of personnel distribution, so that each individual can be placed in a position that allows them to make maximum contributions according to their expertise. With these improvement steps, it is hoped that the HR management policy at Lanal Malang will not only be administratively effective, but also increasingly optimal in supporting the sustainability of the main tasks of the Indonesian Navy as a whole.

CONCLUSION

1. Analyze the Indonesian Navy's human resource management policy at the Lanal Malang Personnel Staff. The human resource management policy at Lanal Malang has been carefully designed, referring to applicable regulations, such as the TNI Law, the Regulation of the Chief of Naval Staff, and various other relevant regulations within the TNI AL environment. This policy covers various important aspects, including training and education, career development, welfare, and personnel placement according to the expertise and needs of the organization. The main objective of the policy is to achieve the effectiveness of the TNI AL organization while still considering the needs and aspirations of the individuals involved. In this context, it is important to ensure that every personnel feels heard and appreciated, so that they are motivated to give their best.
2. Assess the effectiveness of the human resource management policy at the Lanal Malang Personnel Staff.
The implementation of the human resource management policy at Lanal Malang has been quite effective, as seen from the implementation of relevant training and education programs, such as the State Asset Inventory (IKMN) program. This success shows that the existing training structure is able to meet the needs of personnel competencies, so that they can carry out their duties better. Promotion programs and opportunities for further education play an important role in supporting personnel career development. With this program, every member of the Indonesian Navy is given the opportunity to improve their qualifications and capacities, which are very important in improving professionalism. Although the implementation of the policy has shown positive results, there are several challenges in its implementation, such as low motivation of personnel to take further education, limited service time, and lack of incentives. Limited resources for training are also a significant obstacle in optimizing human resource development. Limited resources can hinder the ability to provide diverse and quality training, which is very much needed by personnel to improve their skills.
3. Evaluating the suitability of HR management policies with organizational needs at the Lanal Malang Personnel Staff.
Job placement generally takes into account the qualifications and expertise of each personnel. This process aims to ensure that each individual is placed in the position that best suits their competence, so that they can contribute optimally. b. Although job placement has been carried out carefully, there are still some mismatches between personnel competencies and the tasks given. This mismatch can have a negative impact on work effectiveness and individual satisfaction, which in turn can reduce motivation. With a more targeted and strategic approach, human resource policies can contribute to increasing professionalism, creating a harmonious work environment, and increasing personnel productivity.

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