Implementation of Structuring Human Resource Management System to Improve Soldier Professionalism in Order to Realize Bureaucratic Reform in the Indonesian Navy

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ABSTRACT

This paper's background is the bureaucratic reform program in the Indonesian Navy, where the human resource management system arrangement is a priority. The current condition of the arrangement of the human resource management system in the Indonesian Navy is not optimal, which will be analyzed using applicable regulations, human resource management theory, implementation theory, and professionalism theory. This paper compares the conditions of the arrangement of the human resource management system, which is expected to obtain a solution to the problem of the current condition. By optimizing through the methods of education, socialization,

Keywords: implementation of HR management arrangement, soldier professionalism, TNI AL bureaucracy reform

INTRODUCTION

The bureaucratic system in the government is not running as it should, or it can be said that it has not led to better development. Due to various problems/obstacles that result in government administration not working or is not expected to run well, it must be reorganized or renewed.

Bureaucratic reform is carried out in order to realize good governance. In other words, bureaucratic reform is essentially an effort to make fundamental reforms and changes to government administration, especially regarding aspects of institutions (organizations), management (business processes), and human resources of the apparatus. The main goal of bureaucratic reform is to create a professional government bureaucracy with characteristics, integrated, high performance, free and clean of corruption, corruption, collusion, and nepotism, capable of serving the public, neutral, prosperous, dedicated, and upholding the basic values and code of ethics of the state apparatus.

The Bureaucratic Reform Program (RB) within the TNI aims to optimize the roles, duties, and functions of the TNI appropriately and carry out administrative and organizational reforms in a comprehensive, consistent and sustainable manner to realize the TNI's vision and mission and participate in creating clean governance. Authoritative and transparent, and accountable implemented conceptually, gradually, and

constitutionally covering aspects of doctrine, structure, culture, and mindset. As part of the TNI, the Navy is implementing the RB program to support the TNI's commitment to position itself properly and optimize its role in line with the order of national life. Bureaucratic reform is the backbone in changing the lives of the nation and state. The benchmark for the success of the implementation of Bureaucratic Reform is the realization of a right sizing Navy organization, namely an organization with the right function and size that ensures the achievement of the tasks of the Navy by applicable laws and regulations. Talking about the organization certainly cannot be separated from human resources (HR) as organizational crew, which is an asset and a key factor in optimizing organizational performance, because human resources are the most important element of an organization that needs to be continuously developed as an effort to increase knowledge and professionalism. Because produce world-class soldiers required adequate qualified personnel to overcome problems or answer challenges and threats.

Operational Platform

The operational foundations used to analyze the problem solving of the human resource management system arrangement include:

a. Decree of the Commander of the Indonesian National Armed Forces Number Kep/1035/XII/2014 dated December 31, 2014, concerning the Road Map for Bureaucratic Reform of the Indonesian National Armed Forces 2015-2019. In this decision, the TNI Commander sets out programs to support the implementation of Bureaucratic Reform (RB) in the TNI to optimize the duties, roles, and functions of the TNI in improving administration.

b. Casal Decree No. Kep/1135/2020 concerning the Road Map for Bureaucratic Reform of the Indonesian Navy, 2020-2024.

As part of the TNI, the Navy has implemented the Bureaucratic Reform Program (RB) to support the TNI's commitment to positioning itself appropriately and optimizing its role in the order of national life. The bureaucratic reform program within the Navy aims to carry out administrative reforms, overlapping and multiple interpretations regulations, organizational validation, overall, consistent and sustainable performance accountability, and to participate in creating clean, authoritative, transparent, and accountable governance. The 2020-2024 Navy bureaucratic reform Road Map is a form of operationalization of the TNI's bureaucratic reform Grand Design, compiled based on macro programs and translated into microprograms for the next five years with clear annual targets set. Where the first year's goals form the basis for the following year's goals. The Navy's bureaucratic reform roadmap is needed to obtain a common mindset and pattern of action from all work units within the Navy, both top-down and bottom-up. Various breakthrough steps are needed that are realistic and concrete to ensure the smooth implementation of the 2020-2024 Navy bureaucratic reform Road Map.

Theoretical basis

The theoretical basis for the problem-solving analysis of human resource management systems arrangement is human resource management theory, implementation theory, and professionalism.

a. Human Resource Management Theory

Organizations have various kinds of resources as 'inputs' converted into 'outputs' in goods or services. These resources include capital or money, technology to support the production process, methods or strategies used to operate, people, etc. Human or human resources (HR) is the most important element among the various kinds of resources. To plan, manage and control human resources requires a managerial tool called human resource management. Human resource management can be understood as a process within the organization and interpreted as a policy. As a process, Cushway (1994:13) defines human resource management as 'Part of the process that helps the organization achieve its objectives.' This statement can be translated as 'part of the process that helps the organization achieve its

goals. Meanwhile, Schuler, Dowling, Smart, and Huber (1992:16) define human resource management in the following formulation: Human Resource Management (HRM) is the recognition of the importance of an organization's workforce as vital human resources contributing to the goals of the organization, and the utilization of several functions and activities to ensure that they are used effectively and fairly for the benefit of the individual, the organization, and society. The statement can be translated as follows:

b. Implementation Theory

According to Mulyadi (2015:12), implementation refers to actions to achieve the goals that have been set in a decision. This action seeks to turn these decisions into operational patterns and seeks to achieve major or minor changes as previously decided. Implementation is essentially an effort to understand what should happen after the program is implemented.

According to Syaukani et al. (Pratama, 2015:229), "is one of the stages in the public policy process. Usually, implementation is carried out after a policy is formulated with clear objectives, including short, medium, and long-term goals.

Based on the various opinions above, it can be seen that the notion of implementation is a process related to policies and programs that will be implemented by an organization or institution, especially those related to state institutions, and includes facilities and infrastructure to support the programs that will be run.

c. Professionalism Theory

According to Korten & Alfonso (1981), professionalism is a match (fitness) between the abilities possessed by the bureaucracy (bureaucratic-competence) with task needs (ask-requirements).

According to Siagian (2009:163), professionalism is reliability and expertise in carrying out tasks so that they are carried out with high quality, at the right time, carefully, and with procedures that are easily understood and followed by customers.

According to Atmosoeprapto in Kurniawan (2005: 74), professionalism is a reflection of ability (competence), namely knowing (knowledge), skills (skills), being able to do (ability) supported by experience (experience) that is impossible to appear suddenly without through time travel.

Based on the various opinions above, it can be seen that the notion of professionalism as a person's ability and skills in doing work according to their respective fields and levels that reflect the ability (competence) who know (knowledge), skills (skills), can do (ability) supported by experience. Concerning the compatibility between the capabilities possessed by the bureaucracy and the needs of the task, the match between abilities and task needs is fulfilled, which is a condition for forming a professional apparatus where the skills and abilities of the apparatus reflect the direction and goals to be achieved by an organization.

METHOD

The method used in the preparation of this group paper is the deductive method, namely the method of writing by thinking based on general theory or general rules. The approach in this paper is literature study and observation as a form of the empirical approach.

The scope of this paper is the implementation of the arrangement of the human resource management system to improve soldiers' professionalism to realize bureaucratic reform within the Navy.

RESULT and DISCUSSION

Current Condition of Implementation of Human Resource Management System Arrangement

a. Personnel Recruitment

Every year the Navy organizes a registration to accept prospective soldiers adjusted to develop personnel strength, both at the officer, non-commissioned and enlisted levels. The number of soldiers who will be accepted is adjusted to the planned personnel needs. In the process, personnel recruitment for the Navy's organizational crew will go through several stages. It starts from the registration promotion stage through announcements in the community

through the internet, television, radio, brochures, banners, and newspapers. It is hoped that the promotion will generate interest from the community, so it is hoped that the number of participants who register will be large. After successfully capturing participants interested in taking the test/selection, it will be continued with the selection stage. The selection starts from the regional level selection, including health tests I and II; physical fitness, swimming, posture, Psychological tests I and II, Mental Ideology tests; academic and administrative tests. Suppose the participant passes the selection at the regional level.

In that case, the selection process will be continued to the mid-level until the Final Determination Session (Pantukhir) is implemented by undergoing the selection stage with the same stages as the previous stage. After going through the selection process/stage, qualified prospective soldiers/personnel will be obtained by the criteria expected by the organization. Personnel who are declared to have passed will be appointed/inducted into the Indonesian Navy and will then oversee the organization according to the criteria for each position. Academic and administrative tests. If the participant passes the selection at the regional level, the selection process will continue to the main level until the Final Determination Session (Pantukhir) goes through the selection stage with the same stages as the previous stage. After going through the selection process/stage, qualified prospective soldiers/personnel will be obtained by the criteria expected by the organization. Personnel who are declared to have passed will be appointed/inducted into the Indonesian Navy and will then oversee the organization according to the criteria for each position. Academic and administrative tests. Suppose the participant passes the selection at the regional level. In that case, the selection process will be continued to the mid-level until the Final Determination Session (Pantukhir) is implemented by undergoing the selection stage with the same stages as the previous stage. After going through the selection process/stage, qualified prospective soldiers/personnel will be

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Personnel who are declared to have passed will be appointed/inducted into the Indonesian Navy and will then oversee the organization according to the criteria for each position. Then the selection process will be continued to the mid-level until the implementation of the Final Determination Session (Pantukhir) by undergoing the selection stage with the same stages as the previous stage. After going through the selection process/stage, qualified prospective soldiers/personnel will be obtained by the criteria expected by the organization. Personnel who are declared to have passed will be appointed/inducted into the Indonesian Navy and will then oversee the organization according to the criteria for each position. Then the selection process will be continued to the mid-level until the implementation of the Final Determination Session (Pantukhir) by undergoing the selection stage with the same stages as the previous stage. After going through the selection process/stage, qualified prospective soldiers/personnel will be obtained by the criteria expected by the organization. Personnel who are declared to have passed will be appointed/inducted into the Indonesian Navy and will then oversee the organization according to the criteria for each position.

In this recruitment process, several problems arise, including the stigma in the community that interested people who will register as Navy soldiers must pay a certain amount of money to be able to graduate and be accepted as a Navy soldier, lack of socialization/news about registration or acceptance of soldiers. TNI Navy to the community so that the public's interest is lacking, the results of the selection/test of enthusiasts who are declared dead or do not pass there is no transparency. To select participants who failed, they did not know at what stage they failed, where the shortcomings were, so they could only speculate from what point of view the failure was.

b. Position Competency Standards

In general, competence can be understood as a combination of skills, personal attributes, and

knowledge reflected through observed, measured, and evaluated performance behaviors. In several literatures, competencies are often divided into soft competencies or types of competencies closely related to managing work processes, human relationships, and building interactions with other people. The second type of competency is often called a hard competency or competency related to a job's functional or technical abilities. In other words, this competency is related to technical intricacies related to the work being occupied (Antariksa, 2007). Competence includes doing something, not just passive knowledge. Someone in the work environment may have intellectual abilities or advantages, but if they cannot apply them to ineffective behavior and performance at work, they are not useful. Competency-based human resource development is carried out to provide results by the goals and objectives to be achieved by an organization with predetermined standards.

In the organization of the Navy, all personnel will experience what is called a mutation process, namely the transfer of personnel from one position to another for the career development of this personnel according to the needs of personnel to workforce the organization by the required fields. In the Navy, the problem faced with competency-based development for soldiers is that not all strata or levels of soldiers have competence in assignment or placement. So there is still the placement of soldiers who are not by the competencies or insights received during basic military education or development education.

c. Career Development

In the organization, career development is needed to support the professionalism of soldiers. It is necessary to develop careers regularly to improve the professionalism of soldiers, and in stages by the strata of rank in the Navy. Human resource development is an increase in personnel's ability to a higher level of ability than before. The implementation of human resource development includes the implementation of education and training. In this aspect, until now, there are still some obstacles and shortcomings in its implementation. One of them is implementing education and training where the selection process has not been carried out optimally because problems are still found in implementing the selection process to participate in education and training both in terms of fitness and health.

Meanwhile, the Navy personnel's career development until now has not been implemented evenly for all personnel. Personnel development is not by the specialization or expertise of personnel who must meet the criteria for staffing the organization. It causes the organization can not run optimally. Personnel development is not by the specialization or expertise of personnel who must meet the criteria for staffing the organization. It causes the organization can not run optimally. Personnel development is not by the specialization or expertise of personnel who must meet the criteria for staffing the organization. It causes the organization can not run optimally.

d. Personnel Database

a personnel data processing application system is needed to find out the extent of the success of bureaucratic reform in structuring Human Resources (HR), that can present data, both in the form of basic soldier data and other supporting data needed in the context of coaching and use. The theory of Romney (2006) states that the use of information technology in the organization will affect the activities contained in the organization. In an era with very rapid technological developments, using a web-based system as a personnel database has become a must or can be said to be mandatory.

A database or database is a collection of connected data stored together on a media, without looking at each other or not needing a data frame in certain ways, so that it is easy to use and display again, can be used for one or more purposes. Application programs optimally, data can be stored without being dependent on the program that will use it and stored so that data addition, retrieval, and modification can be done easily and controlled.

The Indonesian Navy already owns the required database system but still needs further refinement. The Navy Information and Data Processing Service (Disinfolahtal) carries out this task to integrate with the Personnel Administration Service (Disminpersal) to build a web-based system to process personnel data, account, and reliably quickly. Until now, the existing system still stands alone without any connectivity with one another. It is one of the requirements of bureaucratic reform from structuring the human resources of Indonesian Navy soldiers. The expected result with a web-based personnel information system is creating a real-time personnel data maintenance system and creating synchronization of personnel data according to their needs.

The activity target to be achieved is the realization of a web-based personnel information system covering software, hardware, computer nets, and operational procedures, the implementation of which is used as a means of collecting, processing, and using personnel data that is presented quickly, accurately and accountably.

Implication

Various problems or obstacles that arise so that the system in the organization cannot run properly must be improved. Bureaucratic reform within the Navy is carried out in order to realize good governance. The not yet optimal implementation of the arrangement of the human resource management system has implications for the level of professionalism of soldiers so that bureaucratic reform will not be achieved. The implications for structuring a human resource management system to improve the professionalism of soldiers in the form of personnel recruitment, job competency standards, career development, and a detailed personnel database can be presented as follows:

a. Personnel recruitment

If the process of recruiting Indonesian Navy personnel/soldiers is not transparent, it will have an impact on the image that to become a Navy soldier requires money. Of course, this is contrary to the bureaucratic reform program, namely establishing a personnel recruitment system that is transparent, objective, accountable, competency-based, and free of KKN.

b. Position competency standards

If the standard of competence of the position has not been implemented optimally, it will impact soldiers' professionalism because they hold a position without being based on an available competency test through written tests, oral tests, and skills tests.

c. Career development

If the career development of soldiers in the Navy does not get attention, it will impact personnel's ability to staff the organization. Soldiers' careers will not develop because they do not have the opportunity to develop their careers through education.

d. Personnel Database

If the personnel database is still not transparent and does not take advantage of advances in information technology/web-based, it will result in the unavailability of up-to-date and accurate personnel data. Whereas with a web-based personnel database, personnel data can be presented quickly, accurately, and accountably.

Problems Faced

a. The recruitment process for Indonesian Navy personnel/soldiers has not been transparent. It hurts the organization because the community will have the image that you have to pay a certain amount of money to become a Navy soldier. Besides that, the problem that has been complained of or an obstacle by the selection participants is that they cannot know the results or test scores during the selection process because the data has never been announced or informed to test participants. It is hoped that by implementing a transparent recruitment process, test participants who fail can measure their abilities and shortcomings to be a reference for them to prepare for the next year's test again.

b. Competency standards for positions within the Navy have not been implemented

optimally. Not all personnel who undergo a mutation or occupy a new position undergo an open competency standard test, either through a written test, an oral test, or a skills test. In the future, it will impact the professionalism of this person in the organization. Due occupy a position requires a competency test adjusted to the criteria or requirements that must be met for personnel to occupy the position. The implementation of the competency test will produce personnel by the expected criteria.

c. The career development of soldiers in the Navy is still not optimal. A soldier must carry out a secondary school or public development school where a selection process is carried out to increase the career ladder. In this selection process, problems were found in terms of fitness and health. There was still personnel who took part in the selection, which did not meet the school's requirements but still passed the selection. In career development, this personnel sometimes have to think about their destiny to use various means to smooth their careers. They should not have to think about career problems anymore because the institution already has an agency dealing with the Disminpersal.

d. The Navy personnel database system is still not transparent. So far, only a limited group of people can access the personnel data. With the personnel data disclosure system, all soldiers can be assisted in updating and verifying their respective personnel data. The soldiers no longer need to fill out a curriculum vitae every time they transfer to a new assignment. Simply by opening the application, their personnel data can be displayed in real-time and accurately. There is no need to be confused in completing the personnel administration requirements, be it the transfer process or school. It needs to be a concern for personnel staff on planning a personnel data information system that can be accessed online.

Influencing Factors

1. External Factors

External factors that influence bureaucratic reform are low public trust in the bureaucracy, public demands for a professional bureaucracy, free of KKN, culture adopted by the general public that is not conducive to bureaucratic improvement, and bureaucratic improvement awareness and discipline. Society towards the prevailing policy system is still low, social inequality, and other matters related to patterns, structures, and public activities can affect bureaucratic tasks. Community behavior in general, in this case, includes behavior that grows in the organizational environment, directly or indirectly affecting the demands for change in bureaucratic organizations.

What is demanded in bureaucratic reform in Indonesia is the need for changes in bureaucratic performance in the form of increasing professionalism and quality of public services as well as eliminating bureaucratic misappropriation practices in the form of corruption, collusion, and nepotism (KKN), which is seen as something that is already too severe. Occurs in a bureaucratic environment. It is even considered to have become a culture in a bureaucratic environment. The demands for change that occur in Indonesia are common among the bureaucracies of developing countries. It is due, among other things, to the gap between expectations and reality. The view of bureaucracy today is divided into two different views, namely: the first considers that bureaucratic reform is a savior. Second, those who consider that the government bureaucracy is poorly organized and poorly coordinated deviate and often act corruptly.

2. Internal factors

From internal factors, for example, related to problems that include things such as the quality of human resources, which are considered to be still low, systems and procedures are not practical (bureaucratic), a feudalistic work culture, leadership that is rigid and tends not to be visionary, mental and moral personnel of the organization. Low levels, fat organizational structure but unclear functions, and common welfare of soldiers. These factors concern the

problem of organizational behavior and organizational behavior.

Opportunities and Obstacles

Based on the factors that influence both externally and internally, several opportunities and constraints can be examined that can positively or negatively impact the determination of policies, strategies, and efforts to solve this problem.

a. Opportunity.

The influence of external factors that can have a positive effect on the problem-solving analysis of the implementation of the arrangement of the human resource management system in order to improve the professionalism of soldiers in order to realize bureaucratic reform in the Navy, among others:

1) With the reform of the bureaucracy, there is a change in performance, namely increasing professionalism and the quality of public services.
2) Elimination of bureaucratic misappropriation practices in the form of corruption, collusion, and nepotism.
3) The change in the bureaucracy indirectly changes awareness to become a better and quality person.

b. Obstacles.

The influence of internal factors that can negatively affect the analysis of problem-solving in the implementation of the arrangement of the human resource management system in order to increase the professionalism of soldiers in order to realize bureaucratic reform in the Navy, among others:

1) The quality of human resources is still low.
2) Impractical systems and procedures.
3) Feudalistic work culture.
4) Rigid leadership and tend not to be visionary.
5) Mental and morale of the low organizational crew.
6) Fat organizational structure but unclear function.
7) Common welfare of soldiers.

The expected conditions

The expected conditions for the implementation of the human resource management system arrangement are:

a. Transparent arrangement of the Navy personnel recruitment system which includes:

1) The implementation of e-recruitment upgrading to improve and perfect the online recruitment system application.
2) The creation of objectivity and transparency in implementing the recruitment of Navy personnel by not ignoring regional representation.
3) The implementation of improvement and use of information technology as a means of communication/information for the recruitment of Navy personnel.
4) The socialization of the use of the website as a recruitment information system, especially for the recruitment of PK and PSDP Officers.
5) The implementation of campaigns and natural selection to only schools to obtain quality Indonesian Navy human resources.
6) Implementation of the socialization of leadership development of the Navy which refers to the Decree of the Chief of Staff Number Skep/274/VII/1997 dated August 18, 1997, concerning the Development of Cadre Leaders of the Navy.

b. Implementation of standardization of position competence which includes:

1) The development of an application that can be used as a parameter or measuring tool to assess the workload of the organization and individuals.
2) The formation of a working group to compile instructions on personnel and calculate workloads within the Indonesian Navy.
3) The preparation of a manual for assessing unit workloads and workloads of positions within the Indonesian Navy.
4) Socialization of the Workload Assessment Manual and adjustment of activity descriptions by the Naval Forces Position Analysis Guidelines.
5) Compilation of job competency standards by involving the Head of Corps and Profession Trustees who have been equipped and

certified as Behavioral Evens Interview (IDX) Assessors to know the specifications of managerial competence and technical competence according to their position.

6) Compilation of job competency standards for position placement within the Indonesian Navy.

7) The implementation of data optimization of competency-based personnel development through:

    (1) Digitization of Dispsial psychology.

    (2) We are digitizing sociometric data.

    (3) Synchronization of digitized data from Disminpersal data warehouse.

    (4) We are digitizing the PNS assessment system using SKP.

    (5) Digitization of competency test results data.

    (6) Development of information systems and digitization data for Navy personnel.

    (7) We are digitizing educational data in detail.

    (8) Digitizing job description data and the workload of the Navy for the preparation of managerial competency tests.

    (9) Digitization and utilization of health history data using the BPJS system.

    (10) Digitization and utilization of personnel's real domicile data using the BPJS system.

    (11) Digitization and utilization of BPJS TNI Navy health service capitation data.

    (12) Development and utilization of SMS Gateway.

    (13) Digitization and utilization of synchronization housing data with BPJS real domicile data.

    (14) Development of a personnel reception system carried out by Disminpersal and application of systems and electronic documents in the personnel field.

8) Implementation of the socialization of the Kasal Regulation Number Perkasal/29/V/2011 dated May 6 2O11 concerning Administrative Instructions for the Placement of Navy Officers Using Competency Assessment.

c. Implementation of a transparent, fair, and accountable arrangement of career development patterns for Navy personnel based on competence and merit systems, which include:

1) Implementing personnel placement in the right places and positions is carried out through the right classification, with intensive coordination between TNI Headquarters personnel officers and the forces.

2) Efforts are made for the abilities, skills, and talents of appropriate education and training; increase interest, through assignments, with its potential.

3) The development of an officer's career is carried out with a planned and directed Tour Of Duty (TOD) and Tour Af Area (TOA).

4) Socialization regarding the Career Advisory Council for Navy Soldiers in the Field of Placement in Position, Promotion, and Education, according to the Kasal Decree Number Skep/1347/IX/2006 dated September 4, 2006.

d. Implementation of an online and integrated personnel database system which includes:

1) Implementing efforts to continue and maintain an online and integrated personnel database system and deploying a data communication network is carried out through the Indonesian Navy's Personnel Control Center (Pusdalpers).

2) Implementation of efforts to improve and complete hardware, communication, and application systems and databases as needed.

3) Implementation of the development and maintenance of a web-based integrated personnel information system.

Contribution

    Contributions related to the implementation of the arrangement of human resource management systems in order to improve the professionalism of soldiers in the context of realizing bureaucratic reform within the Indonesian Navy are as follows:

a. If the recruitment process of Navy personnel is carried out objectively and transparently, the

organization will obtain qualified and professional human resources by their ability to workforce the organization. Qualified and professional here means that the personnel is competent and expert in their respective duties. It is, of course, by the theory of professionalism, namely having reliability and expertise in carrying out tasks so that these tasks are carried out with high quality, at the right time, carefully, and by procedures.

b. If the competency standard of the position runs properly, it will affect the professionalism of the personnel. A more professional will support the reform of the bureaucracy within the Navy. It is, of course, by human resource management theory that the importance of the workforce in an organization is a very important human resource in contributing to organizational goals and using several functions and activities to ensure that these human resources are used effectively. and fair to the interests of individuals, organizations, and society

c. If the career development of Navy soldiers is carried out in a transparent, fair, and accountable manner, it can have a positive impact in realizing virocratic reform within the Navy. It is by implementation theory; namely, personnel career development refers to actions to achieve the goals that have been set in a decision.

d. If the Navy personnel database system is open or can be accessed online, the human resource management system can be optimal. By optimizing the human resource management system, it will contribute to the development of a more accurate personnel database. It is in line with the goals of bureaucratic reform within the TNI.

Success Indicator

Indicators of successful implementation of the arrangement of the Indonesian Navy's human resource management system in order to improve the professionalism of soldiers in order to realize bureaucratic reform within the Navy include:

a. The Indonesian Navy can prepare the concept and application of an online soldier recruitment system that can accommodate a transparent, objective, accountable, competency-based, and free of KKN-free soldier recruitment process.

b. The Navy can realize policies regarding job competency standards for promotions in an open, competitive, and objective manner for Navy personnel.

c. The Navy can realize policies regarding career development by realizing competency-based education and training (Bangdiklat) and the Merit System.

d. The Indonesian Navy can prepare the concept and application of the Indonesian Navy personnel information system online so that it is easily accessible for users to support the Navy's human resource management function.

Solution to problem

The formulation of problem-solving to realize the implementation of the arrangement of the human resource management system to improve soldiers' professionalism in the context of realizing bureaucratic reform within the Navy is carried out with a theoretical approach to human resource management, implementation professionalism. Using the rationale of the prevailing laws and regulations in the bureaucratic reform program and considering the influencing factors, policies, strategies, and efforts will be determined using regulation, education, and socialization methods. Problem-solving is expected to provide a solution to the problem of implementing the arrangement of the resource management system in order to increase the professionalism of soldiers in order to realize bureaucratic reform within the Navy.

a. Policy.

The current condition of the arrangement of the Indonesian Navy's human resource management system is characterized by several problems in several human resource management systems, including:

1) The recruitment process for Indonesian Navy personnel/soldiers has not been transparent.

2) Competency standards for positions within the Navy have not been implemented optimally.

3) The career development of soldiers in the Navy is still not optimal.
4) The Navy personnel database system is still not open.

To realize an increase in the professionalism of soldiers in order to realize bureaucratic reform within the Navy, it is necessary to formulate a policy on the implementation of the arrangement of the Navy's human resource management system in order to increase the professionalism of soldiers in order to realize bureaucratic reform within the Navy as follows:

"The Realization of the Implementation of Structuring the Human Resource Management System to Improve the Professionalism of Soldiers in Order to Realize Bureaucratic Reform in the Navy"

The strategy for optimizing the arrangement of the Navy's human resource management system is not only limited to theory because the outcome of the strategy is an increase in the professionalism of the Navy's soldiers, which in turn will bring about reform of the Navy's bureaucracy.

b. Strategy

Based on the policies that have been set, it needs to be translated into the right strategy to be used as a reference in determining the efforts to be made. These strategies are a follow-up to policies that have been formulated, realized through a step or ways (ways) of using resources, funds, facilities, and infrastructure (means) in achieving the goals (ends) by setting priorities against the targets to be achieved.

Strategies derived from policies can be formulated to ensure that all problems can be answered by considering the opportunities and constraints and using the strengths and weaknesses identified in the discussion of current conditions by considering the indicators of success. SWOT analysis is used to identify the strategy to be formulated. Based on the data obtained from the literature study on human resource management in the Indonesian Navy and group discussions, the SWOT table is obtained.

Table 1. SWOT Analysis Table

		Opportunity	Threat
		1. The bureaucratic reform program is the government's priority program as an opportunity for structuring the Indonesian Navy's human resource management system. 2. The grand design and road map for reforming the national bureaucracy and the TNI provides an opportunity for budget availability in structuring the Navy's human resource management system.	1. The budget to realize changes in the arrangement of the Indonesian Navy's human resource management system is influenced by the priority scale of government policies, the Ministry of Defense, and the TNI Headquarters. 2. Support for building an online recruitment system and information system for qualified Indonesian Navy personnel is influenced by the readiness of the national technology and

	3. The development of science and technology and modern information provides opportunities for the availability of technology needed to arrange the Navy's human resource management system.	communication industry capabilities. 3. The effectiveness of the Navy's online recruitment system is strongly influenced by the response from the community in utilizing the digital system that the Indonesian Navy has prepared.
Strength 1. An online recruitment system and the Indonesian Navy Sisinfopers are available. 2. The Indonesian Navy has Disinfolahtal, which takes care of the Navy's network information system. 3. The Indonesian Navy has cyber expert human resources who have competence in supporting the interests of the Navy in the digital world.	SO Strategy We are optimizing the online recruitment system and the Indonesian Navy's Sisinfopers consistently through Dispenal socialization and taking advantage of opportunities for the bureaucratic reform program to become the government's priority program in structuring the Navy's human resource management system.	ST strategy We are optimizing the online recruitment system and the Indonesian Navy's Sisinfopers consistently through Dispenal socialization and coordinating with TNI Headquarters and the Ministry of Defense for budget support.
	We are optimizing Disinfolahtal informatics human resources to support the online recruitment system and the Indonesian Navy Sisinfopers and take advantage of the grand design priority policy opportunities and the 2021-2024 bureaucratic reform road map.	We are optimizing Disinfolahtal informatics human resources to support the online recruitment system and the Indonesian Navy's Sisinfopers to reduce dependence on Experts from third parties.
	We are optimizing the Indonesian Navy's cyber expert human resources to support the online recruitment system and the Indonesian Navy's Sisinfopers and take advantage of the development of science and technology.	We are optimizing the Indonesian Navy's cyber expert human resources to support the online recruitment system and increase Dispenal socialization.

Weakness	WO Strategy	WT Strategy
1. The online recruitment system and the Indonesian Navy's Sisinfopers require developing technology and network systems to meet standards making it easier for users. 2. Collaboration between personnel staff in structuring the human resource management system, Disinfolahtal as the Navy's server crew, and Labpamsisjar as the person in charge of the Navy's digital network readiness and Dispenal as the Navy's publication channel needs to be improved.	We are improving the specifications of the online recruitment system and information system for Navy personnel and taking advantage of opportunities for the bureaucratic reform program to become a government priority program in structuring the Indonesian Navy's human resource management system.	Improve the specifications of the online recruitment system and information system for Navy personnel and coordinate with TNI Headquarters and the Ministry of Defense for budget support.
	Increase the collaboration of Special, Disinfolahtal, Labpamsisjar, and Dispenal to support Navy personnel's online recruitment system and information system and take advantage of the grand design priority policy opportunities and road map for bureaucratic reform 2021-2024.	Increase the collaboration of Special, Disinfolahtal, Labpamsisjar, and Dispenal to support Navy personnel's online recruitment system and information system to reduce dependence on third-party Experts.
3. The personnel information system and the Indonesian Navy's Information and Information System require user satisfaction surveys to obtain information on user expectations for implementing this system.	We are improving user satisfaction surveys to evaluate the online recruitment system and the Indonesian Navy's Information and Information System and take advantage of developments in science and technology.	We are increasing user satisfaction surveys to evaluate the online recruitment system and the Indonesian Navy's Information and Information System and increase Dispenal socialization.

Based on the SWOT analysis above, four collaborative strategies can be drawn up that can be used as a reference in determining the efforts to be implemented, including:

1) Strategy-1 (SO). Optimizing the online recruitment system and the Navy's Sisinfopers consistently through the socialization of Dispenal, Disinfolahtal informatics human resources, and Indonesian Navy cyber expert human resources to support the online recruitment system and the Indonesian Navy's Sisinfopers and take advantage of opportunities for the bureaucratic reform program to become a government priority program in accelerating the arrangement of the Navy's human resource management system, the policy of the grand design priority and the road map for bureaucratic reform 2021-2024 and the development of science and technology.

2) Strategy-2 (ST). Optimizing the online recruitment system and the Navy's Sisinfopers consistently through the socialization of Dispenal, Disinfolahtal informatics human resources, and cyber expert human resources to support the online recruitment system. The Indonesian Navy's Sisinfopers and coordinating with TNI Headquarters and the Ministry of Defense for budget optimization support, reduce dependence on Experts from third parties and Indonesian Navy cyber expert human resources and increase Dispenal socialization.

3) Strategy-3 (WO). Improve the specifications of the online recruitment system and information system for Navy personnel, collaboration with Special, Disinfolahtal, Labpamsisjar, and Dispenal, user satisfaction surveys as an evaluation of the online recruitment system and the Indonesian Navy Sisinfopers as well as taking advantage of opportunities for the bureaucratic reform program to become a government priority program in accelerating the management system arrangement human resources of the Navy, priority policies for grand design and road map for bureaucratic reform 2021-2024 and the development of science and technology.

4) Strategy-3 (WT). Improve the specifications of the online recruitment system and information system for Navy personnel, collaboration with Special, Disinfolahtal, Labpamsisjar, and Dispel. User satisfaction surveys evaluate the online recruitment system and the Indonesian Navy Sisinfopers and coordinate with TNI Headquarters and the Ministry of Defense for budget support, reducing dependence on third-party Experts and increasing Dispenal socialization.

c. Effort

After formulating policies and strategies, further efforts are needed to implement the analysis of problem-solving studied. The efforts to solve problems related to optimizing the arrangement of the Navy's human resource management system in order to improve the professionalism of Navy Soldiers include:

1) We create new regulations governing the legalization of the online personnel recruitment system and the Navy information system.

2) Carry out education for the personnel of the online personnel recruitment system and the Navy information system to operate and implement the system.

3) Carry out socialization about applying the online personnel recruitment system, and the Navy information system carried out by the Dispel. It is intended for all Indonesian Navy personnel and the outside community to use the system.

4) Carry out evaluation efforts on the online personnel recruitment system and the Navy information system using a survey to determine the level of user satisfaction with the system.

5) Carry out coordination efforts with TNI Headquarters and the Ministry of Defense to get budget support for optimizing the Navy's human resource management system, especially the online recruitment system and the Navy personnel information system.

CONCLUSION

Analysis of solving problems in the implementation of the arrangement of the human resource management system in order to improve the professionalism of soldiers in order to realize bureaucratic reform within the Indonesian Navy resulted in several conclusions, including:

a) The arrangement of the human resource management system in order to improve the professionalism of the Navy's soldiers has not been optimal.

b) In order to improve the professionalism of Indonesian Navy soldiers in order to realize bureaucratic reform within the Navy, the policy was formulated "The Realization of the Implementation of Human Resource Management System Arrangements to Improve Soldier Professionalism in Order to

Realize Bureaucratic Reform in the Navy Environment."

c) Based on the SWOT analysis, there are four strategies to answer the problem of optimizing the arrangement of the Indonesian Navy's human resource management system, namely:

1) Strategy-1 (SO).

We are optimizing the online recruitment system and the Navy's Sisinfopers consistently through the socialization of Dispenal, Disinfolahtal informatics human resources. Indonesian Navy cyber expert human resources to support the online recruitment system and the Indonesian Navy's Sisinfopers and take advantage of opportunities for the bureaucratic reform program to become a government priority program in accelerating the arrangement of the Navy's human resource management system, the policy of the grand design priority and the road map for bureaucratic reform 2021-2024 and the development of science and technology.

2) Strategy-2 (ST).

Optimizing the online recruitment system and the Navy's Sisinfopers consistently through the socialization of Dispenal, Disinfolahtal informatics human resources, and cyber expert human resources to support the online recruitment system and the Indonesian Navy's Sisinfopers. Coordinating with TNI Headquarters and the Ministry of Defense for budget optimization support, reducing dependence on Experts from third parties and Indonesian Navy cyber expert human resources, and increasing Dispenal socialization.

3) Strategy-3 (WO).

Improve the specifications of the online recruitment system and information system for Navy personnel, collaboration with Special, Disinfolahtal, Labpamsisjar, and Dispenal, user satisfaction surveys as an evaluation of the online recruitment system and the Indonesian Navy Sisinfopers as well as taking advantage of opportunities for the bureaucratic

reform program to become a government priority program in accelerating the management system arrangement human resources of the Navy, priority policies for grand design and road map for bureaucratic reform 2021-2024 and the development of science and technology.

4) Strategy-3 (WT).

Improve the specifications of the online recruitment system and information system for Navy personnel, collaboration with Special, Disinfolahtal, Labpamsisjar, and Dispenal, user satisfaction surveys as an evaluation of the online recruitment system and the Indonesian Navy Sisinfopers as well as coordinating with TNI Headquarters and the Ministry of Defense for budget support, reducing dependence to third-party Experts as well as increasing the socialization of Dispenal

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