



## Analysis of Personnel Training and Development Programmes in Lapetal Disminpersal to Improve Quality Navy Recruitment

**William Alex Sondra<sup>1</sup>, Yohanes Ferry Cahaya<sup>2</sup>.**

<sup>1</sup>Universitas Dirgantara Marsekal Suryadarma, Jakarta Timur, Indonesia, [wilnaya23@gmail.com](mailto:wilnaya23@gmail.com)

<sup>2</sup>Universitas Dirgantara Marsekal Suryadarma, Jakarta Timur, Indonesia

Corresponding Author: [wilnaya23@gmail.com](mailto:wilnaya23@gmail.com)<sup>1</sup>

**Abstract:** This study aims to analyse the personnel training and development programme at the Disminpersal Education and Training Institute (Lapetal) to improve the quality of recruitment of the Indonesian Navy (TNI AL). This research uses a qualitative approach with a descriptive analysis method to explore the challenges Lapetal is facing in achieving this goal. The analysis results show that Lapetal faces several significant challenges, mainly related to the educational level of personnel who have not met expectations and the gap between personnel competence and increasingly complex task demands. The less-than-optimal training and development programmes currently in place are contributing internal factors. To address these issues, this study recommends several strategies, including (1) the use of information technology to improve efficiency in the recruitment process and competency development, (2) increased cooperation with educational institutions to strengthen access to quality human resources, and (3) periodic evaluation of training programmes to ensure suitability and relevance to organisational needs. It is expected that with the implementation of these strategies, the quality of the Navy's recruitment can be improved, and the resulting personnel are better prepared to face the growing demands of the task.

**Keywords:** Training, Personnel Development, Navy Recruitment, Competence, Information Technology, Programme Evaluation.

## INTRODUCTION

Recruitment of qualified and competent personnel is one of the keys to the success of military organisations, including the Indonesian Navy (TNI AL). An effective and efficient recruitment process will prepare soldiers to face various challenges in maintaining state sovereignty and security. The Disminpersal Education and Training Institute (Lapetal) plays an important role in this process, as they are responsible for preparing Navy personnel by providing training that aligns with the task's standards and demands. Therefore, it is

important to analyse the training and personnel development programmes at Lapetal to improve the quality of existing recruits.

However, Lapetal faces several challenges in carrying out its duties. One of the main problems faced is the gap between the personnel's competencies and the task's growing demands. According to research conducted by Wibowo (2020), this competency gap is often caused by a lack of training relevant to organisational needs. In this context, the existing training programme at Lapetal needs to be evaluated and improved to align with the increasingly complex dynamics of the Navy's development.

Another internal concern is the low level of education of personnel involved in recruitment and training. Based on data from Disminpersal TNI AL (2022), several personnel have not met the educational standards set for several strategic positions. This indicates a misalignment between the quality of personnel education and the expected standards, which can affect the quality of training and overall recruitment outcomes. Low education can impact personnel's lack of understanding of the latest technology and increasingly complex operational challenges in the military.

Previous research by Haryanto (2019) revealed that higher education levels in military personnel significantly improve their performance and adaptability in the face of rapid change. Therefore, a strategic effort needs to be made to overcome this challenge by improving the quality of personnel education in Lapetal, both through preparing a relevant curriculum and utilising information technology to expand access to training.

In addition to education, competency gaps often arise due to a lack of synergy between the training provided and the demands of tasks in the field. This includes aspects of technical, managerial and leadership capabilities that must be mastered by Navy personnel. According to Sutrisno (2018), to overcome these problems, military organisations need to conduct periodic evaluations of training programs to be aware of the development of operational needs and the roles carried out by personnel. A training programme that is measurable and relevant to the demands of the task will ensure that the resulting personnel can carry out their duties professionally and as expected.

On the other hand, using information technology in personnel training and development is also an aspect that cannot be ignored. Technology can be used to improve the efficiency and effectiveness of training in terms of time, cost, and achievement of results. According to research by Rizki and Prabowo (2021), integrating information technology in training can accelerate learning and facilitate access to more up-to-date materials. In this context, Lapetal needs to introduce a technology-based training system that can be accessed by all personnel, both at the training centre and at TNI AL units throughout Indonesia.

For this reason, the researcher seeks to analyse and formulate some strategic recommendations that Lapetal Disminpersal can make to improve the quality of Navy recruitment by developing more effective and relevant training programmes. This research will analyse the factors that influence the success of training and development programmes and provide an overview of the steps that need to be taken to improve the overall competence of Navy personnel.

In this study, the author will also highlight the importance of collaboration between Lapetal, various higher education institutions, and other training institutions to enrich their human resources. This increased cooperation is expected to strengthen the quality of personnel involved in Navy recruitment and meet the expected standards. Periodic evaluation of training programmes also needs to be conducted to ensure that the training is always in line with the demands of a dynamic and growing organisation. A contribution of this research is expected to provide concrete solutions for Lapetal in designing a more efficient and effective training strategy. It can be a reference for the Navy's personnel development policy more

broadly. In its implementation, the recommendations provided aim to create superior quality personnel ready to face future challenges.

## METHOD

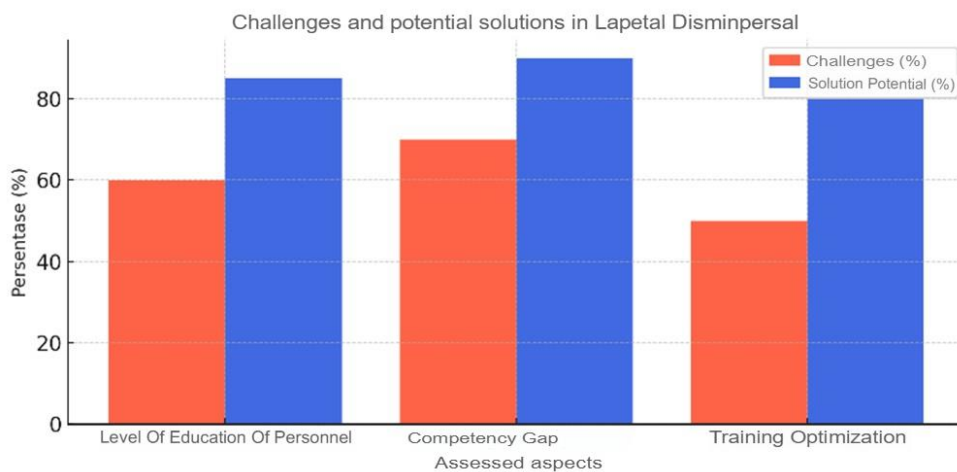
The research *"Analysis of Personnel Training and Development Programme at Lapetal Disminpersal to Improve the Quality of Navy Recruitment"* uses a qualitative approach. This approach was chosen because it aims to deeply understand phenomena related to the effectiveness of training and development programmes implemented at Lapetal Disminpersal. This research focuses on exploring the experiences, perceptions, and views of those directly involved in the training, both trainers and programme participants.

Data were collected through in-depth interviews with key informants, such as training staff, programme managers, and prospective recruits who had attended the training. In addition, direct observation of programme implementation and analysis of relevant documents, such as training modules, evaluation reports, and training policies, were used to complement the data. These techniques enabled the researcher to gain a rich and contextualised picture of the implementation and outcomes of the training programme.

Data analysis was conducted thematically with an interactive approach, including data reduction, presentation, and conclusion drawing. Researchers used triangulation of data sources to ensure the validity of the research results so that the findings obtained can provide relevant recommendations for developing future training programmes. This method is expected to identify factors that support or hinder the programme's success in improving the quality of recruitment in the Navy.

## RESULTS AND DISCUSSION

### RESULTS



The graph above shows the challenges and potential solutions in the training and development programme at Lapetal Disminpersal based on research analysis. The challenges include the level of personnel education that has not met expectations, reaching 60%; the gap between personnel competence and task demands at 70%; and the lack of optimisation of training programs, which shows a challenge level of 50%.

The graph above also illustrates the challenges faced in the training and development programme at Lapetal Dispersal based on the results of the research analysis. These challenges cover various aspects that hinder the effectiveness of the programme. One of the

main challenges is the level of education of personnel that has not met expectations, which was recorded at 60%. This condition indicates a gap in education quality, directly impacting personnel's ability to perform their duties optimally. In addition, the competency gap between personnel and task demands, which reached 70%, is also a significant issue, highlighting the need for customisation of training to meet the specific needs of the tasks.

Another challenge identified was the lack of optimisation of training programmes, which showed a challenge level of 50%. This reflects that although training programmes are in place, they are still not maximally effective in improving personnel capabilities. This weakness could be caused by training methods less relevant to current needs or a lack of updated training materials. Therefore, training programmes require in-depth evaluation to ensure relevance and suitability to evolving operational demands.

To address these challenges, this research identified several potential strategic solutions. One prominent solution is information technology, projected to increase training efficiency by up to 85%. Technology can help provide greater access to training materials, accelerate the learning process and make it easier to track personnel progress. In addition, cooperation with educational institutions also has great potential in addressing competency issues, with the opportunity to increase access to quality human resources by up to 90%. This collaboration allows for more targeted training that aligns with the latest industry standards. In addition, regular evaluation of training programmes is seen as a crucial step to increase relevance by 80%. These evaluations clearly show the programme's strengths and weaknesses, allowing for continuous improvement. By combining the strategies of technology optimisation, collaboration with educational institutions, and regular evaluation, the challenges in the training and development programme at Lapetal Disminpersal can be comprehensively addressed. In conclusion, training success depends on a holistic and adaptive approach to the needs of personnel and the organisation.

Based on the analysis, potential solutions to these challenges include the use of information technology, which can increase efficiency by 85%; collaboration with educational institutions, which has the potential to increase access to quality human resources by 90%; and periodic evaluation of training programmes, which is projected to increase relevance by 80%. These results emphasise the importance of a comprehensive strategy to address the challenges, including technology optimisation, educational collaboration, and regular programme evaluation.

### **Level of challenge in the training programme at Lapetal Dispersal**

The research shows several key challenges in implementing training and development programmes at Lapetal Disminpersal. Firstly, the education level of personnel who have not met expectations reaches 60%. This condition indicates that most personnel do not have an adequate educational background to support optimal task execution. Second, the gap between personnel competence and task demands reached 70%. This indicates an urgent need to align personnel capabilities with operational needs. Thirdly, the lack of optimisation of training programmes, which is still at the 50% level, hampers achieving maximum results in human resource development.

### **Impact of Challenges on Organisational Performance**

These challenges could hinder the organisation's efficiency and effectiveness in its primary tasks and functions. Low education levels can affect personnel's ability to understand and apply new technologies or methods. Meanwhile, competency gaps increase the risk of mismatches between task requirements and capabilities. Lack of optimisation of training programmes can also lead to investments of time and resources not yielding significant results.

### **Potential Solutions Utilising Information Technology**

One of the proposed solutions is the use of information technology. According to analysis, information technology can increase efficiency by up to 85%. By utilising digital technology, the training process can be more flexible, affordable, and accessible to all personnel. Technology applications also enable the personalisation of training materials according to individual needs, thereby reducing competency gaps.

### **Collaboration with Educational Institutions**

Collaboration with educational institutions is another strategic step with great potential. This collaboration is projected to increase access to quality human resources by 90%. Educational institutions can provide more structured and relevant training programmes to the organisation's needs. In addition, this collaboration also opens up opportunities for personnel to continue their formal education or pursue certifications that support the improvement of their competencies.

### **Periodic Evaluation of Training Programmes**

Regular evaluation of training programmes is also key to ensuring relevance and effectiveness. With regular evaluations, organisations can identify shortcomings in previous training and make necessary improvements. This approach is projected to increase programme relevance by 80%. Evaluations also enable programmes to be adapted to technological developments and changing organisational needs. The results of this study emphasise the importance of a comprehensive strategy in addressing the challenges faced. This strategy includes the utilisation of technology, educational collaboration and regular evaluation. These three measures complement each other and provide a holistic approach to improving the quality of training and development in Lapetal Dispersal.

### **Data Visualisation to Understand Priorities**

The following graphic shows the challenges and potential solutions based on the research analysis. This visualisation provides a clearer picture of the priorities that need attention. The challenge data shows that competency gaps (70%) are the most pressing issue, while educational cooperation is the most significant potential solution (90%).

## **DISCUSSION**

The results show that Lapetal Dispersal faces significant challenges in personnel training and development programmes. One of the main obstacles is the educational level of personnel that has not met expectations, with a challenge percentage of 60%. This reflects the importance of improving educational backgrounds to ensure that personnel can meet the standards of increasingly complex tasks. According to Robbins and Judge (2013), education is important in building individual competencies to deal with dynamic job demands.

In addition, the gap between personnel competence and task demands reached 70%. This indicates that the current personnel capabilities do not fully match the organisation's operational needs. In line with the opinion of Dessler (2017), developing relevant work competencies through focused training can improve the ability of individuals to meet organisational expectations. The lack of optimisation in training programmes, indicated by the 50% challenge rate, is also a concern. This may hinder the improvement of recruitment quality. According to Armstrong (2014), poorly designed training often fails to impact individual and organisational performance significantly. Therefore, Lapetal needs to evaluate its training programme thoroughly.

The utilisation of information technology is one potential solution that can increase the efficiency of the recruitment and competency development process by up to 85%.



Information technology, such as e-learning platforms and training management systems, enables a more flexible and scalable learning process. As Noe (2019) stated, technology can accelerate individual adaptation to organisational needs. Cooperation with educational institutions can increase access to qualified human resources by up to 90%. This step not only improves the qualifications of new personnel but also helps build a strategic network between Lapetal and educational institutions. According to Werner and DeSimone (2012), collaboration with external institutions can help organisations gain new relevant knowledge and skills.

The periodic evaluation of training programmes is an important step in ensuring the relevance of materials to organisational needs. These evaluations are projected to increase training effectiveness by up to 80%. Kirkpatrick and Kirkpatrick (2016) assert that a comprehensive training evaluation model can provide valuable feedback for future programme development. Another strategy that can be implemented is to increase the involvement of trainees in the planning and evaluation process. This participatory approach can increase personnel's sense of ownership and commitment to the training programme. According to Knowles (2015), the active involvement of participants in the learning process can strengthen training outcomes.

The challenges faced by Lapetal are not only technical but also related to organisational culture. It is important to create a culture that supports continuous learning and innovation. Schein (2010) states that an adaptive organisational culture is key to dealing with changes in the external environment. Sustainable training programmes should be developed strategically by using evaluation results as a basis for improvement. Garavan et al. (2016) state that training designed based on data and needs analysis can produce more effective results.

The challenges Lapetal faces in improving recruitment quality require a holistic solution. The organisation can improve personnel competencies and meet operational demands by leveraging technology, building strategic partnerships, and conducting regular evaluations. These steps must be supported by management commitment and an organisational culture that supports learning.

### **Level of challenge in the training programme at Lapetal Dispersal**

The implementation of training and human resource development programmes at Lapetal Dispersal faces various challenges, as revealed in the research. One of the main challenges is the educational level of personnel that has not met expectations, where 60% of personnel have inadequate educational backgrounds. According to Robbins and Judge (2017), education level plays an important role in shaping an individual's essential competencies to work effectively in an organisational environment. This condition indicates that investment in improving personnel's formal and non-formal education is an urgent need to support optimal task implementation.

In addition, the 70% gap between personnel competence and task demands is a significant challenge. This indicates that personnel do not have the appropriate skills and knowledge to meet operational demands. According to Spencer and Spencer (1993), the competency gap can be addressed through needs-based training programmes designed to bridge the gap between individual qualifications and job requirements. In this context, a more specific and relevant training approach is required to ensure personnel can perform tasks efficiently.

Another constraint is the lack of optimisation of training programmes, which stands at 50%. The low effectiveness of training programmes can hinder achieving maximum results in HR development. Dessler (2020) asserts that poorly designed training programs fail to improve individual and organisational performance. To overcome this, organisations need to

adopt measurable evaluation-based training methods to optimise training outcomes according to organisational needs.

These challenges indicate an urgent need to improve the approach to implementing training and development programmes at Lapetal Dispersal. By referring to the views of experts, measures such as increasing the educational level of personnel, aligning competencies with task demands, and optimising training programmes can be strategic solutions. This is in line with Noe's (2020) opinion, which states that effective HR development should be based on needs analysis, continuous evaluation, and the application of modern technology to improve efficiency.

### **Impact of Organisational Performance Challenges and Potential Solutions Utilising Information Technology**

Organisational challenges, such as low education levels, competency gaps, and lack of optimisation of training programmes, can significantly hamper the efficiency and effectiveness of an organisation in carrying out its main tasks and functions. Low education levels often hinder understanding and applying new technologies or methods. According to Handoko (2019), the level of education is one of the main factors influencing the readiness of personnel in the face of technological change and modern work demands. Therefore, increasing personnel education access is a strategic step that needs to be prioritised.

Competency gaps between task requirements and personnel capabilities increase the risk of operational mismatches. This leads to decreased productivity and the potential for errors in task execution. Sutrisno (2016) emphasises that developing personnel competencies through needs-based training can help align individual capabilities with organisational expectations. A well-designed training programme will bridge the gap while improving the quality of personnel performance.

Lack of optimisation of training programmes is also a significant impediment to human resource development. Training programmes that are not effectively designed can lead to investments of time and resources not producing a significant impact. Hasibuan (2020) revealed that training should be results-oriented and tailored to the organisation's specific needs to achieve the expected effectiveness. Periodic evaluation of the training programme is also important to ensure its relevance and sustainability.

As a solution, using information technology is a strategic step to overcome these challenges. Information technology can increase efficiency by up to 85%, as stated by Puspitasari (2021). Digital technology allows training to be flexibly and efficiently accessible to all personnel. In addition, information technology allows the personalisation of training materials according to individual needs, thereby reducing competency gaps. Thus, organisations can leverage technology to increase efficiency, effectiveness, and flexibility in developing their human resources.

### **Collaboration with Educational Institutions**

Collaboration with educational institutions is a strategic move with great potential to support organisational and human resource development. This collaboration allows organisations to gain access to qualified and skilled human resources. According to Suyanto (2013), cooperation between the worlds of education and work can create synergies that support the achievement of common goals, namely producing a competent workforce that is relevant to market needs. With their capacity as learning centres, educational institutions can provide structured and curriculum-based training that supports organisational needs.

This collaboration also opens up opportunities for educational institutions to adapt their learning programmes to the challenges in the world of work. This aligns with the opinion of Marzano and Kendall (2007), who state that competency-based education provides students

or trainees with skills that can be directly applied in the field. Thus, this collaboration not only improves the quality of human resources but also encourages the development of more relevant education programmes. In addition, this cooperation can open up opportunities for the organisation's personnel to continue their formal education or pursue certifications that support the improvement of their competencies. These certifications become formal evidence of mastery of specific professionally recognised skills. According to Spencer & Spencer (1993), competencies acquired through formal education or certification can improve work performance, create higher productivity and encourage innovation in organisations. This makes cooperation with educational institutions a strategic long-term investment.

This collaboration can also help organisations to build networks with relevant academics and practitioners. By leveraging educational institutions' experience, organisations can deliver effective and efficient continuous training programmes. As Kolb (1984) stated in experiential learning theory, the synergy between theoretical and practical learning can accelerate the skill acquisition process while increasing individual learning motivation. This suggests cooperation between educational institutions and organisations can create significant added value for both parties.

### **Training Programme Evaluation and Data Visualisation to Understand Priorities**

Regular evaluation of training programmes is an important step to ensure the relevance and effectiveness of training in achieving organisational goals. With regular evaluations, organisations can identify weaknesses in previous programmes and make improvements accordingly. According to Sedarmayanti (2018), training evaluation should include an in-depth analysis of organisational needs and training outcomes to measure the extent to which objectives are achieved. This approach not only improves training efficiency but also ensures that the programme remains relevant to the organisation's changing needs.

Projections show that regular evaluation can increase the relevance of training programmes by up to 80%. In addition, evaluation enables adjustments to technological developments and the dynamics of the work environment. Mangkunegara (2019) emphasises that training that is not regularly evaluated tends to lose its relevance over time, resulting in low effectiveness. Therefore, evaluations should be conducted systematically to produce programmes that are dynamic and responsive to change. A strategic approach to addressing training challenges includes three main steps: technology utilisation, educational collaboration and regular evaluation. These three steps complement each other in creating a comprehensive and adaptive training programme. Harsono (2020) states that collaboration with educational institutions and modern technology can improve training efficiency, while evaluation ensures the sustainability and relevance of the programme. By implementing these strategies, organisations can optimise their human resource development.

Data visualisation is an effective tool for prioritising solutions and providing an overview of challenges and opportunities. The graph generated from the research shows that the competency gap (70%) is the most pressing challenge, while the most significant potential solution is educational cooperation (90%). According to Wahyudi (2021), data visualisation helps organisations understand patterns and priorities in strategic decision-making. Thus, data-driven measures can guide organisations in sustainably improving the quality of training.

### **CONCLUSION**

This study concludes that Lapetal Disminpersal's main challenges in improving the quality of recruitment include the low level of personnel education, competency gaps with task demands, and less-than-optimal training and development programmes. To overcome these challenges, strategic steps are needed, including using information technology, cooperating with educational institutions, and periodically evaluating training programmes.



Implementing this solution is projected to improve the training process's efficiency, relevance, and effectiveness to meet the organisation's needs more optimally.

In addition, management's commitment to creating an organisational culture that supports continuous learning and innovation is also a key factor in the success of personnel development programmes. With a holistic approach and supported by comprehensive evaluation data, Lapetal has the opportunity to improve the quality of human resources significantly. These steps are expected to contribute positively to the success of recruitment and the operational sustainability of the Navy.

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