

Human Resource Management Strategy in Permanent Nurseries in the Ministry of Environment and Forestry of the Republic of Indonesia (Case Study in Six Permanent Nursery Locations of the Ministry of Environment and Forestry, West Java Province)

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Abstract : The main focus in evaluation is aspects such as policy foundations, program support, implementation processes, and success of HR programs.

Objective : This research aims to find new strategies in managing human resources in the KLHK Permanent Nursery environment. To find a new strategy, the steps taken are to evaluate the implementation of human resource management (HR) in the KLHK Permanent Nursery using the *Context*, *Input*, *Process* and *Product Evaluation* approaches.

Methodology : In this research, a qualitative approach was used with data collection techniques in the form of Focus Group Discussions (FGD) and interviews. This methodology makes it possible to gain an in-depth understanding of the views and experiences of the informants, thereby enabling the researcher to explore and understand the various perspectives that may emerge.

Research results : The results of research using the triangulation method show that the suitability of the six permanent nurseries with planning decisions and management consistency reflects their effectiveness. Input Evaluation shows the efficiency of HR implementation. The process stage, such as the recruitment process and improving human resources, is considered good, even though there is inequality in career paths.

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At the Product stage, HR policies in permanent nurseries are considered effective and efficient, but need more attention to the use of machines and career paths. Decision analysis found that control has a major influence on HR management, especially in the aspects of recruitment, training, career path and performance.

Keywords : Context, Input, Process, Product Evaluation, Triangulation.

1. Introduction

In an era of rapid and unpredictable environmental development, organizational challenges are increasing, both internal and external. On the one hand, organizations are faced with various problems such as performance, productivity and service, while on the other hand, pressure from society and unexpected changes are increasing. Human resource management is key in ensuring the effectiveness of the workforce in achieving organizational goals. However, there are often inconsistencies between workers' educational background, knowledge and skills and the tasks they carry out.

The most vital asset that an organization or company must have and must be considered in its management is labor or people, which is also known as human resources. The term "human resources" refers to the individuals who work within an organization. The importance of efforts in human resource management is based on the understanding that humans are an element that is always present in every organization. They are the ones who work to achieve organizational goals, which describes the organization as a social entity that operates within identifiable boundaries and works continuously to achieve common goals (De Cenzo, Robbins and Verhulst 2016) .

Therefore, management should evaluate employee suggestion schemes and use feedback from the workforce to improve the organizational environment and meet their needs and skills. Focusing on the needs of employees from various levels will provide accurate information about employee needs. Thus, organizational effectiveness does not only depend on the presence of workers, but also on the

suitability of the organizational system to environmental dynamics and the needs of stakeholders.

Management of Permanent Nurseries in the management aspect at the Directorate General of Watershed Control (PDASHL) of the Ministry of Environment and Forestry (KLHK) of the Republic of Indonesia is that management effectiveness must be focused on organizational targets, especially in forest and land rehabilitation efforts. The Permanent Nursery Program is one of the main icons of the Directorate General of PDASHL and must reflect the organization's theme of creating healthy river watersheds in order to improve the quality of the environment.

The quality of human resources (HR) in the management of Permanent Nurseries is the key to success in achieving these goals, starting from recruitment, education, training, career development, to workforce control. Evaluation of the management of Permanent Nurseries shows that there are still several irregularities in technical implementation and process activities in the field that need to be corrected.

The Permanent Nursery Program has a strategic role in accelerating rehabilitation in accordance with applicable regulations, and is expected to be able to absorb workers from various educational and social backgrounds. The importance of the availability and quality of forest plant seeds produced by Permanent Nurseries is also reinforced by evidence that constraints on the availability and quality of tree seeds can hinder the success of forest and environmental restoration efforts.

In this context, there is a need for an active role for the government in managing competent human resources to produce quality plant seeds, as well as the need for the involvement of non-government organizations (NGOs) in supporting the management of Permanent Nurseries. Thus, the success of the Permanent Nursery program will also support the vision and mission of the Ministry of Environment and Forestry of the Republic of Indonesia in achieving sustainability of forest and environmental resources for community welfare.

Permanent Nursery Management is one of the most important programs carried out by the government to maintain environmental quality in various regions in Indonesia. One of the concrete objectives of the Permanent Nursery program is to overcome

critical land problems spread across various regions in Indonesia. This critical land has a less than optimal function as a place for the growth of cultivated and non-cultivated plants. The impact that is often felt in various regions of Indonesia due to critical land is frequent flooding.

In this case, human resource management in the Permanent Nursery Program of the Ministry of Environment and Forestry of the Republic of Indonesia, especially in the West Java region, is very important to ensure the sustainability of natural resources and environmental sustainability. This research focuses on the West Java region, with a location that chosen is the Permanent Nursery located there. The location selection was based on data analysis which showed that the increase in very critical land occurred significantly in the Central Java, Banten and West Java regions. Of the three regions, West Java was chosen because it has the largest number of Permanent Nurseries, namely 6 locations, while Central Java only has 2 locations and Banten has none at all. This makes West Java the main focus of research because even though it has a significant number of Permanent Nurseries, it still experiences the highest increase in critical land compared to other regions.

1.1 Formulation of the problem

Based on the description of the background to the research problem described above, this research is oriented towards evaluating human resource management in the management of the harvester nursery program which can be formulated as follows:

- 1) What is the human resource management program policy in the Indonesian Ministry of Environment and Forestry's permanent seeding program in terms of regulatory aspects, organizational structure and management strategy.?
- 2) How is the support for the human resource management program in the Indonesian Ministry of Environment and Forestry's Permanent Nursery program which includes funding support and infrastructure.?
- 3) What is the process of implementing the human resource management program in the Indonesian Ministry of Environment and Forestry's Permanent Nursery program which includes implementation of recruitment, training and development, performance assessment and career advancement.?

- 4) What is the success of the human resource management program in the Indonesian Ministry of Environment and Forestry's Permanent Nursery program from the aspect of HR satisfaction and HR management performance.?

2. Theoritical review

2.1 Organizational Behavior

According to (Robbins and Judge 2015) , organizational behavior is a field of study that investigates the impact of behavior on individuals, groups and structures in organizations with the aim of applying knowledge to improve organizational effectiveness. (Robbins and Judge 2015) explains that basically the scope of an organization is an integration of three concepts or behavioral studies consisting of individual behavior, inter-individual behavior, and also group behavior.

- 1) Individual Behavior - The study of individual behavior is a study related to individual personality, learning, attitudes, motivation and also job satisfaction.
- 2) Inter-Individual Behavior - is a study carried out on communication between each employee among themselves and their subordinates, understanding the quality of people's leadership, group dynamics, conflicts that occur in groups, power, and also politics.
- 3) Group Behavior - this group behavior will study the formation of an organization, organizational structure, and organizational effectiveness and the various group efforts made to achieve organizational goals.

Therefore, organizational behavior has an important role to understand in predicting and relying on the behavior of every human resource in an organization, so that the organization can run effectively.

2.2 Recruitment

(Lawal 2021) explains that recruitment is a process that includes steps to search for a number of individuals who meet certain criteria as potential employees, so that the company can select the most suitable person to fill the available position. This is an effort to get new workers needed to fill vacant positions in various company units .

The workforce recruitment process can involve candidates from internal or external organizations. Withdrawing internal employees is generally carried out by established companies with a structured career system. This approach has several advantages, such as lower costs, rewards employee loyalty, and minimal adaptation time because employees are already familiar with the work environment. However, an internal approach can also result in limitations in access to new talent and fresh ideas that can benefit the organization (Ofori and Aryeetey 2011).

In the context of labor recruitment, this process involves steps to search for individuals who meet the requirements as prospective employees, so that the company can select the most suitable person to fill the available position. This is an effort to obtain new workers needed to fill vacant positions in various company units. The recruitment process can involve candidates from internal and external organizations. Withdrawing internal employees is generally carried out by companies that already have a structured career system. Although this approach has several advantages, such as lower costs and minimal adaptation time, it can result in limiting access to new talent and fresh ideas that could benefit the organization.

Therefore, labor recruitment can involve internal and external candidates, often companies prefer to hire employees from within who are familiar with the work environment and have a structured career system. Although this can save costs and speed up adaptation, it is necessary to be aware of the risk of limiting new talent and innovative ideas that can provide benefits for organizational development.

2.3 HR Training and Development

Training is basically a form of learning process that never ends. Therefore, to train employees, it requires a deep understanding of how people learn. In organizations that prioritize productivity, education and training are very crucial. Every individual is given encouragement and opportunities to continue to develop and learn. In this context, the learning and training process is considered a step that never stops as life goes on. And also employee development by paying attention to management skills, abilities and capabilities and how this is related to the preparation of human resource

strategies. By understanding employee skill and ability levels, companies can direct human resource strategies effectively (Noe et al. 2017) .

Corporate training is a process that begins with evaluating employee needs, which includes planning to improve their attitudes and skills and facilitate their adaptation in the work environment. All aspects of training are structured to achieve the goal of improving individual performance. Apart from that, training can also improve the quality of processes and organizational innovation capabilities. Through training, staff members in an organization can gain knowledge and skills that help improve the company's position in the market. Investment in training is considered one of the key factors in determining the profitability and efficiency of an organization (Valverde et al., 2015) .

Therefore, organizational training is the initial process of evaluating employee needs, planning to improve their attitudes and skills, and facilitating their adjustment to the workplace. All aspects of training are organized to achieve the goals of improving individual performance, improving process quality, and strengthening organizational innovation. Through training, team members can gain knowledge and skills that support the company's development and position in the market. Therefore, investment in training is considered a key factor in determining the success and efficiency of an organization.

2.4 Career path

According to (Mondy 2010) The definition of career refers to a series of attitudes and behaviors related to a person's work experience and activities during a certain period of time in his life, as well as a series of ongoing work activities. Career is a general path that a person chooses to pursue throughout his life. Maintaining career sustainability requires developing valuable skills and expertise that can ensure employment in a variety of career fields. In the same opinion, the definition of career development is a formal approach used by companies to ensure that people with the right qualifications and experience are available when needed. Later (Cascio 2014) Career is a journey of positions in the world of work that a person experiences

throughout his life. On the other hand, career also includes subjective experiences that a person feels in living their professional life.

Based on the definition above, it can be concluded that career refers to all types of work related to a person's work experience and activities, including positions held during their life. Career is a series of jobs or positions achieved by a person in a certain period, which involves individual attitudes, values, behavior and motivation.

2.5 Employee performance

Performance refers to the evaluation of various behaviors carried out by workers that can contribute, either positively or negatively, to the achievement of organizational goals. Wibowo also explained that performance has a broad concept that does not only include work results, but also involves the work process itself (Wibowo 2014).

Performance is divided into five components: (1) planning, (2) monitoring, (3) development, (4) evaluation, and (5) rewards. In the planning phase, the task is to set goals, design strategies, and detail tasks and schedules to achieve those goals. Monitoring is a process in which progress toward goals is evaluated to see how well individuals are achieving them. This involves continuously measuring performance and providing ongoing feedback to employees and work groups regarding their progress. The monitoring process provides an opportunity to evaluate the extent to which employees meet established standards and to make changes to standards that are unrealistic or problematic. During the development stage, employees are expected to improve poor performance that has been seen during their tenure at the company. Work planning and monitoring activities enable deficiencies in performance to be identified and corrected (Elnaga and Imran 2013).

According to this argument, researchers conclude that performance evaluation is a process that aims to assess the extent to which work is carried out in accordance with predetermined standards. These measurements must be aligned with the strategic plan, valid, reliable, widely accepted, and capable of providing specific feedback.

2.6 Program Evaluation

The Nature and Concept of Program Evaluation

According to (Wirawan 2012) Evaluation is a study carried out to collect, analyze and present relevant data about the object being evaluated, carry out an assessment by comparing evaluation indicators, and use the results to make decisions regarding the evaluation object.

Conceptually, based on this definition, evaluation is a structured and systematic effort to collect, organize and analyze data, facts and information with the aim of drawing conclusions about the value, significance, effectiveness or achievement of a program. The results of this evaluation can be used for decision making, planning and improvement of the program in question. Evaluation is divided into two aspects, namely results evaluation and process evaluation. Results evaluation is an assessment that focuses on the results achieved, especially in achieving the goals of an activity. On the other hand, process evaluation is a comprehensive assessment of all components and steps involved in the process of implementing the activity.

Understanding Program Evaluation

Program evaluation is a step to provide the data needed for decision makers. In various contexts, program evaluation aims to assess whether the objectives of a program can be achieved. Therefore, program evaluation is a systematic series of activities to carefully evaluate the effectiveness of each program component. Based on the results of the program evaluation, there are four policy options that may be taken: stopping the program, revising the program, continuing the program, or expanding the program.

An evaluation model is an evaluation pattern or framework designed by experts or evaluation experts, often named after its creator or the stage in which it was created. As previously explained, there are many evaluation models that are commonly used to evaluate programs. Researchers will outline several models that are popular and frequently used in program evaluation practice.

CIPP Evaluation Model

In this model, evaluation is intended to provide a basis in the form of accurate and objective information to decision makers for making decisions regarding the program. CIPP (*Context, Input, Process, Product*) evaluation developed by Stufflebeam is an example of this evaluation model and is often used by evaluators. The CIPP approach is based on the view that the main purpose of evaluation is not to prove something, but rather to identify steps for program improvement (Mathison 2017). The advantage of the CIPP evaluation model is that its scope is broader than other evaluation models because it not only highlights results, but also includes context, input, process and results.

Based on the definition above, it can be seen that product evaluation is an assessment carried out to measure success in achieving predetermined goals. The resulting data will largely determine whether the program is continued, modified or terminated.

3. Research methodology

This study applies qualitative methods with data collection techniques including observation, interviews, questionnaires and document analysis. To ensure the validity of the instrument, theoretical or constructive validation is carried out. Validation of this instrument involves a qualitative review by two experts before the instrument is used to collect data.

A qualitative approach is used to understand the course of an activity and identify obstacles that arise during the process. According to (Sugiyono 2020), the qualitative method is a research approach that takes a philosophical basis to explore scientific conditions, with researchers as the main instrument in collecting data. This approach aims to analyze and describe research objects based on social activities, attitudes and perceptions of individuals or groups. The qualitative method examines information from data obtained in the field in detail with the aim of explaining the causes of a phenomenon and the factors that influence it. The qualitative research approach focuses on revealing meaning or significance, assuming that the focus of research is on the quality of meaning, such as nature and essence. The fundamental assumption

of qualitative research is that reality is subjective and contextual, reflected in the views of the individuals studied.

Based on the research title on the evaluation of human resource management (HR) programs in the Permanent Nursery program, the evaluation model that is considered the most complete is the CIPP (*Context, Input, Process, Product*) Evaluation Model. The CIPP evaluation model provides a comprehensive format for each evaluation stage, including context, input, process and product components. By applying the CIPP evaluation model which involves evaluating context, input, processes and products for Permanent Nursery managers, researchers aim to collect information and data according to the table above to evaluate HR management. Furthermore, based on the research framework, the information and data will be analyzed qualitatively to produce recommendations for improvements in HR management at the Indonesian Ministry of Environment and Forestry's Permanent Nursery.

In this research, the information collected consists of two types, namely primary information and secondary information. Primary information was obtained through face-to-face interviews and also through focus group discussions (FGD). Meanwhile, secondary information was obtained through document research.

Secondary data collection was carried out by reviewing documents through studying and reviewing various supporting documents for this research. These documents include regulatory documents, guidelines, reports and other documents deemed relevant. Seen in the table below :

Table 1. Data Collection Techniques

Component	Aspect	Data collection technique	Data source
Background Needs (<i>CONTEXT</i>)	HR Management Regulations	Interview	Groups A, B, and C
	HR Management Strategy	Interview	Groups A, B, and C
	Organizational structure	Interview	Groups A, B, and C
Resources (<i>INPUT</i>)	Funding	Interviews and FGDs	Groups B, C and D
	Sarpras	Interviews and FGDs	Groups B and C
Implementation Process (<i>PROCESS</i>)	Recruitment	FGD	Groups B, C, E and F
	Training and development	FGD	Groups B, C, E and F
	Performance assessment	FGD	Groups B, C, E and F

Component	Aspect	Data collection technique	Data source
	Career advancement	FGD	Groups B and C
Success (<i>PRODUCT</i>)	HR Satisfaction	FGD	Groups B and C
	HR Management Performance	FGD	Groups B, C, and D

A total of 17 samples were used as data sources through focus group discussions and interviews, consisting of the Secretariat General of PDASHL, KLHK RI with 1 data source category, 2 heads of centers for data source category B, 6 nursery managers with data source category C, there are 6 foremen in data source category D, 1 practitioner in data source category E and 1 person in data source category F. This means that this is a source of reinforcement that will be obtained in the interviews conducted by researchers in this research.

4. Results and Discussion

4.1 Valuation Context

Regulatory Aspects

To understand in more depth the basis and objectives of human resource development policies in implementing human resource performance evaluations, including vision, mission, organizational philosophy, strategy, as well as the basis for preparing the Permanent Nursery program.

The triangulation results obtained in the regulatory aspects can be seen in the table below:

Table 2. Results of Context Evaluation Analysis of HR Management Regulations

Component	Aspect	Informant	Opinion	Triangulation
Context	HR Management Regulations	Secretariat General of PDASHL KLHK RI	Emphasizing that every stage in HR management must be in accordance with the principles of sustainability and strategic	Each stage in HR management must be in accordance with the principles of sustainability and strategic objectives of the Ministry of Environment and Forestry.

Component	Aspect	Informant	Opinion	Triangulation
			objectives of the Ministry of Environment and Forestry.	
		Head of Permanent Nursery Center	Both informants also emphasized the integration of every aspect of policy, such as recruitment procedures, training and performance appraisals, in daily HR management practices in the Permanent Nursery program environment.	Both informants expressed confidence that by complying with these policies and guidelines, the Permanent Nursery program can operate in accordance with the goals and principles of sustainability desired by the Ministry of Environment and Forestry.
		Nursery Manager	Emphasizing regulations that cover all aspects related to HR management in the Tree Planting program.	All informants mentioned steps such as employee selection, training and performance appraisal as part of HR management.

The results of the interview show that legally, the formation of the six Permanent Nurseries is based on the Regulation of the Director General of BPDASPS Number P.06/V-SET/2013 and the Regulation of the Director General of PDASHL Number P.5/PDASHL/SET/KUM.1/4/2019. In both regulations, there are provisions related to employment and its management, which are the basis and objectives of the human resource development (HR) policy system and the implementation of its evaluation. From these two regulations, researchers know that the background of the Permanent Nursery program is to provide employment opportunities for the community around the Permanent Nursery location, which is the basic philosophy of the program in the context of human resources. The aim of the HR development policy system in the

Permanent Nursery program related to the vision is to provide human awareness in specific competencies related to nurseries, while the mission related to HR development policy is the development of HR managers. In general, based on observations related to the background and basis for preparing the Permanent Nursery program in managing human resources, researchers divide it into five main aspects, namely (1) recruitment; (2) career pattern/level; (3) training; (4) workforce performance; and (5) control.

Aspects of HR Management

Following are the results of interview data conducted by researchers, the results in the form of human resource management at the Ministry of Environment and Forestry, which are obtained in the triangulation below.

Table 2. Results of Context Evaluation Analysis of Human Resource Management Strategy for the Permanent Nursery Program

Component	Aspect	Informant	Opinion	Triangulation
Context	HR Management Regulations	Secretariat General of PDASHL KLHK RI	The Ministry of Environment and Forestry refers to the guidelines and regulations that have been established by the Ministry regarding the implementation of the Human Resource Management Strategy in the Tree Planting program.	The Ministry of Environment and Forestry ensures that the policies implemented accommodate key aspects such as recruitment, training and performance evaluation.
		Head of Permanent Nursery Center	Implementation of an HR management information system for performance monitoring, administration and planning HR needs	The majority provided statements about increasing HR access to career development opportunities.

		Nursery Manager	Human resources that do not match program needs arise due to inappropriate recruitment practices.	Mentions the problem of the tendency to recruit based on the closeness of relatives or friends.
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Based on the results of interviews, it was found that recruitment patterns using employee recommendations have become part of the Permanent Seeding strategy in recruiting new workers for human resource management. The results of monitoring and interviews show that until now, there has been no written document that regulates policies for planning and career development of workers in the Permanent Nursery.

Aspects of Organizational Structure

Some of the staff are filled by BPDAS employees and nursery workers, with the KPA, PPK, manager and technical team levels filled by ASN employees. Meanwhile, some others come from external recruitment without clear career paths or mechanisms for career advancement.

The following are the results of interviews conducted by researchers regarding the organizational structure in the table below:

Organizational Structure Context Evaluation Analysis

Component	Aspect	Informant	Opinion	Triangulation
Context	Organizational structure	Secretariat General of PDASHL KLHK RI	Each position in the structure has roles and responsibilities that support each other.	The organizational structure is designed to ensure operational efficiency and achievement of program objectives.
		Head of Permanent Nursery Center	There is a centralized approach with key positions, such as site managers, plant care operators	The organizational structure is adapted to the characteristics of the local environment and

Component	Aspect	Informant	Opinion	Triangulation
			and administration officers at each Permanent Nursery site.	program demands at each location.
		Nursery Manager	The Permanent Nursery organizational structure is designed to achieve operational efficiency.	The organizational structure is adapted to local needs

The interview results show that each position in the structure has roles and responsibilities that support each other. There is a centralized approach with key positions such as site managers, plant care operators and administrative officers at each Permanent Nursery site. The Permanent Nursery organizational structure is designed to achieve operational efficiency.

4.2 Input Evaluation

Funding Support Aspects

Allocating funds for employee development shows concern for increasing the necessary skills and knowledge. This could include technical training, workshops, or tailored career development programs to enhance the competencies required to manage a Permanent Nursery program. With this approach, the company ensures that employees are not only well recognized, but also supported to develop and make maximum contributions.

Table 4. Results of Analysis of Evaluation of Funding Support Inputs

Component	Aspect	Informant	Opinion	Triangulation
Inputs	Funding Support	Head of Permanent Nursery Center	The informant detailed funding planning, including training costs, employee development, and allocation of funds for recruiting	Informants stated that there was special budget planning for training, staff development and recruitment of experts.

Component	Aspect	Informant	Opinion	Triangulation
			quality human resources.	
		Nursery Manager	Informants agreed that funding for human resources for the Permanent Nursery program was a top priority in their budget.	Informants mentioned the allocation of funds for employee training and development as part of their funding planning.
		Foreman	Informants highlighted special budget allocations for technical training, coaching and capacity building for employees involved in the program.	Informants noted the priority of allocating funds for increasing employee skills and knowledge through regular training, as well as considering incentives as part of a motivation strategy.

In the focus group discussion, the informant provided details regarding funding planning, including training costs, employee development, and allocation of funds to recruit quality human resources.

Informants emphasized that funding for HR management for the Permanent Nursery program is a top priority in their budget.

In addition, informants highlighted special budget allocations for technical training, coaching and capacity building for employees involved in the program.

Infrastructure Aspects

In informant interviews conducted on the aspects of facilities and infrastructure, the following results were obtained:

Table 5. Results of Evaluation Analysis of Input Support for Facilities and Infrastructure

Component	Aspect	Informant	Opinion	Triangulation
Inputs	Infrastructure	Head of Permanent Nursery Center	Providing a training center with multimedia devices and supporting facilities for intensive training	Both informants agreed that employee training and development centers are an important component in

			and employee development programs.	supporting human resources for the Permanent Nursery program.
		Nursery Manager	Nursery Manager informants highlighted access to training and development as a key facility.	Infrastructure improvements are a common theme, including office space, training, recreation, wellbeing, technology and communications. Equal distribution of facilities and benefits across units is a focus, with concrete steps taken to achieve this.

The results of the evaluation of the support program for the Permanent Nursery Program of the Ministry of Environment and Forestry, obtained through interviews with managers, comprehensively describe the facilities available for managing human resources (HR) in the environment. In this research, it appears that the problem of equal distribution of facilities across all units is a major concern. The results of these interviews demonstrate management's awareness of the need to ensure that the facilities provided support HR management evenly and efficiently in all parts of the Permanent Seeding Program, with corrective action being taken to overcome identified distribution constraints.

4.3 Evaluation Process

Aspects of Recruitment Implementation

In informant interviews conducted on the recruitment aspect, the following results were obtained:

Table 6. *Recruitment Implementation Process Evaluation Analysis*

Component	Aspect	Informant	Opinion	Triangulation
Process	Implementation of recruitment	Head of Permanent Nursery Center	The first informant emphasized the recruitment stage which involves further	Both informants noted that the process begins with identifying specific

Component	Aspect	Informant	Opinion	Triangulation
			assessments after the interview, such as practical skills tests or case studies related to the field of Permanent Nursery. Meanwhile, the second informant mentioned the assessment stage after the interview which included practical tests or case studies according to the position to be filled.	needs or HR requirements to fill available positions.
		Nursery Manager	The informant realized that there was a risk of being unobjective if he relied too much on the closeness of relatives or friends. They are trying to create clearer and more objective evaluation standards.	The majority of informants in the recruitment process in the Permanent Seeding Program, with an emphasis on inequality, pressure on personal closeness, and efforts to maintain objectivity and fairness in the selection process.
		Foreman	Informants explained that they prefer a practical skills approach rather than formal interviews to assess job candidates.	While recruitment approaches and methods may differ, a common theme that emerges is a preference for practical skills and direct measurement of abilities in real work environments. This approach is recognized by all foreman informants and is a characteristic in the recruitment process at the Permanent Nursery.

Component	Aspect	Informant	Opinion	Triangulation
		Practitioner	Practitioners point out that the tendency to give preference to family members or relatives can create dissatisfaction among employees who do not have close family ties. The impact can be a negative influence on work climate and motivation.	From different perspectives (practitioners and academics), it can be concluded that the problem of recruitment based on family closeness in the Permanent Nursery program has a significant impact on ethical aspects, human resource management and organizational efficiency. Therefore, solutions that are holistic and based on individual qualifications and competencies are considered important to overcome this problem.
		Academics	Academics emphasize that family proximity-based admissions can threaten the integrity of the recruitment process and ignore individual qualifications and competencies, potentially harming the effectiveness and efficiency of the organization as a whole.	

The results of the focus group discussion show that the recruitment stage involves further assessment after the interview, such as practical skills tests or case studies related to the field of Permanent Nursery. The second informant also stated that there was an assessment stage after the interview which included practical tests or case studies according to the position to be filled. They are aware of the risk of being unobjective if they rely too much on the closeness of relatives or friends, so they are trying to create clearer and more objective evaluation standards. Furthermore, informants expressed a preference for a practical skills approach rather than formal interviews for assessing job candidates. However, practitioners point out that the tendency to give preference to family members or relatives can create dissatisfaction among employees who do not have close family ties, potentially having a negative impact on work climate and motivation. Academics emphasize that family proximity-

based admissions can threaten the integrity of the recruitment process, ignore individual qualifications and competencies, and potentially harm the effectiveness and efficiency of the organization as a whole.

Training and Development Aspects

The process of training and developing human resources (HR) in the Permanent Seedling program has a very important role in ensuring the continuity and success of the program. The results of the interviews highlight the challenges and complexities that occur in planning and implementing training for the human resources involved. In an effort to increase the capacity of the implementation team, various problems arise, ranging from budget limitations that influence the selection of training materials to adapting the curriculum to dynamic field needs. Training facilities are also a focus of attention, where their availability and quality play an important role in creating an effective learning environment. From the results of this interview, we can see efforts to overcome these problems, including increasing evaluation of training effectiveness and updating the curriculum. The next discussion will explore concrete strategies proposed to improve and improve the training and human resource development process to support the achievement of the goals of the Permanent Nursery program.

Table 7. Results of Training and Development Process Evaluation Analysis

Component	Aspect	Informant	Opinion	Triangulation
Process	Training and development	Head of Permanent Nursery Center	Informants argued for assessing individual and group needs to adapt training programs according to the challenges and opportunities faced by the team.	Conduct ongoing evaluations to ensure implementation of knowledge and skills in daily work contexts.
		Nursery Manager	Informants highlighted the problem of gaps between the training curriculum and the actual needs of employees, where some training is not	Several informants highlighted the need to adapt the training curriculum to the practical needs of the field. These challenges include a mismatch between the

Component	Aspect	Informant	Opinion	Triangulation
			always relevant to job demands or the latest industry developments.	curriculum and the operational challenges faced by personnel.
		Practitioner	External Practitioner Informants provide insight from a practical perspective, based on direct experience in the company where they work.	The existence of inequalities in organizational training opportunities is understood to be the result of factors such as job position, length of service, previous performance, and social networks. Organizations are expected to be active in correcting their policies and ensuring that every individual has equal opportunities to develop themselves in the context of employee development.
		Academics	Academic informants provide theoretical understanding by referring to the theory of resource distribution as a basis for understanding the phenomenon of inequality.	

Focus group discussions revealed that the implementation of the Permanent Seeding Program faces significant challenges related to training and development of human resources (HR). Budget constraints, evaluation of effectiveness, and curriculum adjustments are the main highlights for improvement. Therefore, a comprehensive and integrated strategy is needed to increase the efficiency of training and human resource development, which will play a role in the long-term success of the Permanent Seeding Program.

Performance Assessment Aspects

Through interviews with the parties involved, especially those responsible for Human Resources (HR) performance assessment, it was revealed that the HR performance assessment process in the context of the Permanent Nursery program has an important role in ensuring the continuity and effectiveness of the program. HR performance assessment in this program involves evaluating various aspects,

including competency, target achievement, and contribution to the program's strategic goals. An in-depth analysis of this process will provide a deeper understanding of how HR performance assessment is key in developing and empowering HR to support the long-term success of the Permanent Seeding Program.

Table 8. Results of Performance Assessment Process Evaluation Analysis

Component	Aspect	Informant	Opinion	Triangulation
Process	Training and development	Head of Permanent Nursery Center	Doesn't specifically mention a feedback approach, but highlights periodic performance evaluations.	Both informants emphasized the importance of performance appraisal as a tool for improving staff performance, although with slightly different approaches and methods.
		Nursery Manager	Informants explained that performance assessments are often subjective	The majority of informants want to increase objectivity by involving evaluation by an independent party.
		Practitioner	Emphasizes the use of quantitative indicators that can be clearly measured, such as achieving production targets, operational efficiency and contribution to innovation.	Practitioner: Using a structured approach and strong data as a solution to subjectivity. Academics: Suggest the use of more standardized and measurable assessment instruments, such as evaluation scales and structured performance measures.
		Academics	Highlights the importance of paying attention to interpersonal skills, leadership, innovation, and collaboration in addition to quantitative aspects.	

Based on the results of the focus group discussion, although it did not specifically discuss the feedback approach, regular performance assessment was the main highlight. Informants also highlighted that performance assessments are often subjective. There is an emphasis on the use of quantitative indicators that can be clearly measured, such as achieving production targets, operational efficiency and contribution to innovation. In addition, the importance of paying attention to

interpersonal skills, leadership, innovation and collaboration is also highlighted, apart from quantitative aspects. In conclusion, performance evaluation in the Permanent Seeding Program highlights the need for a holistic approach that considers various aspects, both quantitative and qualitative, to ensure the effectiveness and sustainability of the program.

Career Enhancement Aspects

The process of improving the career of Human Resources (HR) in the Permanent Seeding program means that there are several important aspects that support the professional growth of the HR in it. Informants highlighted that career advancement in this program is not only related to fulfilling routine tasks, but also with developing skills and knowledge relevant to future needs. They emphasize the importance of ongoing training and innovative learning approaches, which include a combination of field experience, formal training, and access to educational resources. In addition, the interview results show the Permanent Seeding program's commitment to providing a clear and tiered career path, enabling HR to advance to higher positions with greater responsibility. Overall, the HR career advancement process in the Permanent Seeding program is supported by a holistic approach that integrates experience-based learning, technical skills development, and structured promotion opportunities.

Table 9. Career Improvement Process Evaluation Analysis

Component	Aspect	Informant	Opinion	Triangulation
Process	Training and development	Head of Permanent Nursery Center	The first and second informants emphasized that policies and training programs had been implemented. This program is designed to provide fair opportunities to all human resources under the Permanent Seeding program.	Information from the two informants, we can see that the principles of equality in career opportunities are highly emphasized at the Permanent Nursery Center. This includes training policies, transparency, feedback and fair performance

Component	Aspect	Informant	Opinion	Triangulation
				evaluations to ensure every individual has equal opportunities in their career development.
		Nursery Manager	Informants highlighted transparency in the career advancement process and providing constructive feedback to individuals.	Equality in career opportunities is an emphasized principle, but factors such as performance, special skills, and business needs also play a role in determining career advancement opportunities at the Permanent Nursery Center. Transparency, performance appraisal systems, and regular evaluations are also an integral part of their approach to career development.

Based on the results of the focus group discussion, it can be concluded that both informants emphasized the implementation of policies and training programs aimed at providing fair opportunities to all Human Resources (HR) involved in the Permanent Nursery program. They highlight the importance of transparency in the career advancement process and providing constructive feedback to individuals. This shows a commitment to creating an inclusive work environment and supporting professional growth for all HR under the auspices of the program.

4.4 Product Evaluation

Aspects of HR Satisfaction

Human Resources (HR) satisfaction with HR management programs is an important factor in maintaining the level of productivity and employee welfare in an organization. Therefore, interviews regarding HR satisfaction with HR management programs, especially in the context of the Permanent Seeding program, have great significance. The program reflects the company's commitment to employee development and plays an important role in establishing an inclusive and sustainable company culture. By detailing HR's experiences, views and expectations of the program, we can gain in-depth insights that are the basis for increasing the effectiveness of HR management programs. Through discussing the results of this interview, it is hoped that a clear understanding can be obtained whether the Permanent Seeding program has met HR expectations and provided the support needed for career growth and sustainable job satisfaction.

Table 10. Results of Product Evaluation Analysis of HR Satisfaction

Component	Aspect	Informant	Opinion	Triangulation
Product	HR Satisfaction	Head of Permanent Nursery Center	Both recognize the need for continuous evaluation and listening to HR feedback to improve the quality of HR management.	Informants showed similarities in commitment to equality and justice, the need for continuous evaluation, as well as maximum efforts and open dialogue to increase human resource satisfaction at the Permanent Nursery Center.
		Nursery Manager	Informants highlighted the importance of equality, without discrimination, in the treatment of human resources.	The majority of informants expressed a commitment to continue listening and adjusting HR management strategies through regular evaluations and feedback sessions.

The results of the interviews showed agreement from both informants regarding the importance of continuous evaluation and receiving feedback from Human Resources (HR) to improve the quality of HR management. They agreed that continuous evaluation allows identification of areas for improvement and appropriate adjustments to improve the quality of HR management programs. By listening to feedback from HR, organizations can be more responsive to employee needs and aspirations, thereby creating a more satisfying and productive work environment.

Apart from that, informants also highlighted the importance of equality and non-discrimination in the treatment of human resources. They emphasize that every team member must be treated fairly and equally, regardless of their background or personal characteristics. Equality in treatment is the foundation for an inclusive work culture and supports continued professional growth for all members of the organization.

Aspects of HR Management Performance

In human resource (HR) management, participation and dedication from leadership has a significant impact on program effectiveness, especially in the Performance Improvement Program. Evaluation of the extent to which leaders fulfill their commitments in managing human resources becomes the main focus point for reflection and assessment. The results of interviews with six Nursery Managers show a strong commitment to ensuring fair treatment and HR satisfaction. The following discussion will explore the views and concrete steps expressed in the interviews, with the aim of gaining an in-depth understanding of the extent to which leadership commitment is reflected in HR management policies and practices in the Permanent Seeding program.

Table 11. HR Management Product Performance Evaluation Analysis

Component	Aspect	Informant	Opinion	Triangulation
Product	HR Management Performance	Head of Permanent Nursery Center	Informants stated that leaders must demonstrate a strong commitment to HR management by consistently	The majority stated that leaders had demonstrated commitment to HR management, but there were still

Component	Aspect	Informant	Opinion	Triangulation
			supporting skills development and increasing team capacity through training and workshops.	several areas that needed improvement, especially regarding the integration of performance evaluation, career development, open communication and team involvement in the decision process.
		Nursery Manager	Informants stated obstacles in performance evaluation, where leadership commitment was not measured concretely in the assessment.	The majority provided explanations regarding the nursery program regarding the lack of support and concrete commitment from leadership, obstacles in obtaining resources, as well as challenges in communicating and understanding the benefits of the program. Performance evaluation and sustainability are also problematic due to the lack of concrete measures of leadership commitment.

Informants emphasized the importance of leadership commitment in managing human resources (HR) by supporting skills development and increasing team capacity through various initiatives, such as training and workshops. However, informants also expressed obstacles related to performance evaluation, where leadership commitment was not concretely measured in the assessment process. Therefore, the conclusion of this interview highlights the need for more effective and measurable evaluation methods to measure and ensure leadership commitment in HR management.

4.5 Evaluation of data triangulation

Triangulation of data from the context results shows that Permanent Seeding is included in the effective, responsive and appropriate type of criteria in HR management, with competency assessment and contribution to organizational goals being the main factors. **Context evaluation** analysis also identifies unmet needs and untapped opportunities in HR management.

Input evaluation shows that HR management has been efficient and achieved the expected results in accordance with the vision and mission. Efforts such as increasing wages and internal training have been carried out to achieve efficiency and adequate human resources.

In **the process evaluation**, human resource management in the Permanent Nursery is not yet optimal because career paths for the workforce have not been implemented. The recruitment process also tends to rely on people closest to them and information from internal management units.

Meanwhile, **product evaluation results** show that HR management is effective and efficient, but less responsive to the dynamics of change. Although satisfactory results have been achieved with optimal use of resources, researchers have not been fully responsive to changes that occurred during the evaluation process.

Overall, the CIPP evaluation results provide a complete picture of the successes and shortcomings in HR management in the Permanent Nursery, including the need to improve career paths, responsiveness to change, and increase a more structured recruitment process.

Novelty analysis of the allocation, supporting and appraisal methods can be carried out by paying attention to the approaches and concepts applied in each method.

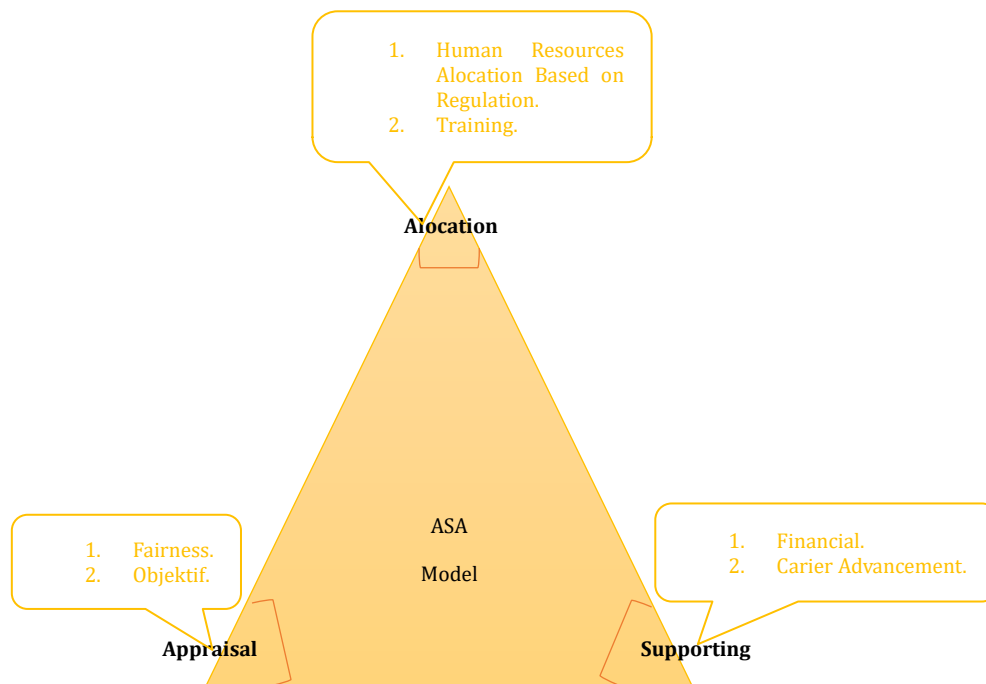


Figure 1. Novelty ASA Method

Allocation Method:

Novelty: A resource or budget allocation approach that focuses on efficiency and effectiveness in distributing organizational assets. Innovations in allocation methods may include the use of new algorithms, artificial intelligence approaches, or dynamic strategies to determine optimal allocation. Sustainability and increased allocation efficiency can be considered as innovative added value.

Supporting Method:

A supporting approach in an organizational context can include the development of new technology, information systems, or decision support models that have never been applied before. Innovation can occur in the integration of the latest technologies, such as artificial intelligence or predictive analytics, to increase the level of support provided to management decisions.

Appraisal Method:

At the performance assessment or assessment level, innovation may lie in the use of new metrics, a more holistic assessment approach, or the application of advanced technology to measure individual or team performance. The use of new and relevant

evaluation tools, as well as approaches that accommodate the dynamics of the business environment, can be considered as innovative aspects of appraisal methods.

5. Conclusion

Based on research on human resource management in the KLHK Permanent Nursery and the problems faced, researchers can conclude several things:

1. The HR management policy in the KLHK Permanent Nursery is based on the regulations of the Director General of BPDASPS Number P.06/V-SET/2013 and the Regulation of the Director General of PDASHL Number P.5/PDASHL/SET/K UM.1/4/2019. These two regulations are the main guidelines for HR management in the Permanent Seeding program. They cover employee recruitment, training, and performance appraisal procedures, and affirm a commitment to high levels of efficiency and effectiveness. Evaluation of the context aspect shows that the Permanent Nursery meets the criteria of being effective, responsive and appropriate in achieving its objectives.
2. Evaluation of program support for the KLHK Permanent Nursery Program, through interviews with managers, highlighted obstacles to equitable distribution of facilities across all units. Efforts are being made to ensure that the facilities provided support HR management evenly and efficiently in all parts of the Permanent Seeding Program.
3. The recruitment process at the Permanent Nursery Center is designed to select the best HR candidates who suit program needs. This process includes identifying HR needs, administrative selection, interviews, skills testing, and background verification. The aim is to ensure that the human resources recruited have the skills and commitment to meet the program's demands.
4. The success of the Permanent Nursery program also contributes to achieving the vision and mission of the Ministry of Environment and Forestry, namely realizing the sustainability of forest and environmental resources for community welfare.

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