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Enhancement of Training, Career Development and Motivation to the Performance of Personnel Sathar 22 Depohar 20

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Abstract: This research aims to analyze the influence of training, career development and motivation on the performance of Maintenance Unit 22 (Sathar 22) Maintenance Depo 20 (Depohar 20) personnel of the Indonesian Air Force. Sathar 22 has an important role in carrying out calibration of precision measuring instruments (AUP), Ground Support Equipment (GSE), avionics testers and special aircraft testers. As the person tasked with maintaining the accuracy standards of measuring instruments, Sathar 22 faces challenges in the form of a decrease in the number of personnel due to retirement, tour of duty/tour of area (TOA/TOD), as well as various other factors that can affect the smooth maintenance and calibration of the system. This research uses a qualitative method with a descriptive approach which aims to explore the factors that influence personnel performance. The research results show that effective training acts as a long-term investment in improving the quality of human resources, so that personnel can work more competently and efficiently. Structured career development provides clear direction and goals for individuals in achieving a higher level. Apart from that, work motivation provided through incentives, awards and recognition for their performance plays an important role in increasing work morale. With good human resource management, it is hoped that Sathar 22 can achieve optimal operational effectiveness and efficiency in supporting maintenance and calibration tasks.

Keyword: Training, Career Development, Motivation, & Performance

INTRODUCTION

Maintenance Unit 22 (Sathar 22) is the implementing unit of Maintenance Depot 20 (Depohar 20) which is tasked with carrying out the highest corrective and restorative maintenance activities in the Air Force in the form of standardization of Standard Measurement Equipment (ASU) and calibration of Precision Measurement Equipment (AUP), *Ground Support Equipment* (GSE), avionics tester and aircraft special tester. Sathar 22 Depohar 20 is able to carry out the calibration of all AUP owned by TNI AU user units such as Air Squadron, Education Squadron, Engineering Squadron, Radar Unit and Maintenance Depot in the TNI AU. Sathar 22 is responsible for maintaining high standards in every calibration process, thus

ensuring that the measuring instrument can provide accurate and reliable results. The quality of this calibration is highly dependent on the competence and performance of the Human Resources (HR) working within Sathar 22. Qualified human resources are very important in the era of globalization. The number of personnel or human resources is decreasing every year. This is caused by several factors including retirement, death, tour of duty/tour of area (TOA/TOD) and other problems so that it can affect the AUP maintenance and calibration system at Sathar 22. Organizations compete for a superior position in the economy by creating a work environment that supports employee performance through career development, training, and motivation. Good human resource management is the key to the successful achievement of agency goals. To assess the quality of existing human resources can be measured by employee performance

In this case, employee performance needs to be considered properly for the progress of the agency. Performance is the result of work in quality and quantity that can be achieved by an employee in carrying out tasks in accordance with the responsibilities given to him (Syitah and Nasir, 2019). Performance development often includes training for existing personnel. According to Jumawan et.al (2018), the need for training arises from the fact that many workers, both new and experienced, do not have the knowledge required to carry out their duties effectively, adapt to the changing dynamics of the workplace increase productivity, and maintain a competitive advantage. Training is an obligation of companies and all parties involved in business development and planning. This is because by conducting training the company makes a long-term investment in the development of the value of the company. Training is an appropriate way given to employees in improving the quality of human resources within the company (Elisabet Siahaan, 2015).

Furthermore, personnel are very concerned about their position and career path in the agency, which is able to increase higher so that they can get a bigger salary, this is one of the factors in improving employee performance. Motivation in an organization aims to encourage the work enthusiasm of employees to want to work hard by giving all abilities and skills for the realization of an organization's goals. Organizational leaders must motivate their employees so that they have good performance continuously, for example by giving awards or imposing sanctions. Sathar 22 personnel have a low level of competition among other personnel for this reason, each personnel certainly has its own strategy to be able to improve its performance.

Based on the foregoing, it can be said that there is a difference between expectations and the reality received so that it affects the performance of members in Sathar 22 depohar 20 which ultimately reduces the performance of members. Seeing the above problems, the researcher is interested in taking the title "Improving Training, Career Development and Motivation Towards Sathar 22 Depohar 20 Personnel Performance".

METHOD

In research with the title Improving Training, Career Development and Motivation towards the Performance of Sathar 22 Depohar 20 Personnel. researchers use qualitative research methods with a descriptive approach. Qualitative research is research that starts from the view that the focus of research is quality and meaning (essence and essence). Research is based on the assumption that reality is subjective, as it exists in the individuals of the participants studied (analogical assumption). Researchers try to approach participants in data collection and prioritize participants' perspectives over researchers' perspectives. The writing style and use of terms or terminology is narrative. Working in detail about the context under study and designed flexibly, and easily change (methodological assumptions) (Dirwan, 2021). Qualitative research is descriptive analytic of data presented in the form of words or pictures. The research results contain quotations from the data to illustrate and as evidence of activities. The data includes interview transcripts, field notes, photography, video tapes, personal documents, memos, and other recordings (Dirwan, 2021).

RESULTS AND DISCUSSION

Defines performance as an overall ability of a person to work in such a way as to achieve optimal work goals and various goals that have been created with sacrifices that are smaller in ratio to the results achieved. According to Pebryanti et al (2023), argue that performance is the level of achievement of a program or policy in realizing organizational goals, objectives, vision, and mission as outlined through the strategic planning of an organization. According to Sumitra et al (2023), employee performance is a set of results achieved and refers to the achievement and implementation of an individual or group job requested by superiors, performance can also be said to be a function of the willingness to complete tasks and work in accordance with their respective authorities and responsibilities legally and not in violation of the law and in accordance with morals and ethics. According to Aulia et al (2021), the dimensions of performance are the quality or face of a job or activities contained in the workplace that are conducive to measurement. The dimensions of performance provide a tool to describe the overall scope of workplace activities.

In supporting performance in a good unit, training is needed for members of Sathar 22 Depohar 20. According to the opinion of Hartomo and Luturleann (2020) training is an effort to improve the manifestation of work that is in the responsibility of employees to make it more effective. Meanwhile, Yusnandar and Nefri (2020) state that what is meant by training is short-term education that seeks to improve mastery of work skills. Training is a series of learning processes carried out by employees with the aim of doing the work given by the company in accordance with existing provisions Training that has been carried out is not necessarily successful or in accordance with the expectations of the company, the proof is that there are still many trainings that have failed. there are several factors that influence the training carried out by the company for employees according to the opinion of . According to career development is a series of positions or positions that a person occupies during the working period by going through the level of education and training within the company. Career development is a very important thing because with hard work in the company to develop their careers, employees can occupy appropriate positions that match their competencies and qualifications. An employee's career journey is a series of efforts that begin when he first works in the company until his term of office ends. So that employees have a desire to improve their performance in the company generally management has the same responsibilities and duties, namely planning, organizing, directing and controlling . These changes and uncertainties cause the career planning process to be undirected and will have an impact on future career patterns. In addition, according to Modestino in lack of insight and information about the world of work will be a problem in the process of finding and developing an individual's career because it relates to how he can recognize himself or the environment around him.

Every individual gets a push from within either directly or indirectly to take action with a specific goal. Motivation is related to the desire to achieve something better and more perfect. Here are some definitions of work motivation according to experts or sources that will provide diverse views. According to Work motivation is a condition that describes the psychological process that causes passion, direction and persistence (persistence) or energy that moves employees who are aimed at achieving the company's organizational goals."

According to Work motivation is a problem of how to encourage the passion of subordinates, so that they want to work hard by giving all their abilities and skills to realize the company's vision and mission goals. According to Motivation is a factor that can encourage someone to carry out a certain activity, therefore motivation is often interpreted as a driving factor in a person's behaviour.

CONCLUSION

The conclusion of this study shows that training, career development, and motivation have a significant impact on personnel performance at Maintenance Unit 22 (Sathar 22) Depo Pemeliharaan 20 (Depohar 20) TNI AU. Effective training serves as a long-term investment that improves the quality of human resources and personnel competencies. Structured career development provides clear direction and goals for personnel, which in turn improves their motivation and performance. Work motivation, which involves psychological processes to encourage passion and persistence in achieving organizational goals, has also proven to be important in improving performance. Therefore, good human resource management, which includes training, career development, and motivation, is key to achieving operational effectiveness and efficiency at Sathar 22. This research emphasizes the importance of paying more attention to these aspects to ensure optimal performance of personnel involved in critical tasks such as measuring instrument calibration and maintenance.

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