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Enhancing Human Resource Competence: A Case Study of Personnel at Maintenance Depot 10

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Abstract: The maintenance Depot 10 or what so-called Depohar 10 is a unit having the responsibility to conduct middle and heavy-level maintenance for all of aircraft TNI AU. In recent days, the task implementation, and the professionalism of Depohar personnel still could not be fully achieved as it is expected, so it requires research to study it. The research also describes the condition of the personnel capability, infrastructure and supporting equipment and also the integrity of the Depohar Personnel. Professionalism according to Longman (in Hasanah, 2019) can also be interpreted as the behaviour, skills or qualities of a professional person. The research applies the qualitative and SWOT analysis, which has been formulated to be the selected called as diversification strategy as the result to implement the professionalism of the Depohar 10 Personnel. The result of the analysis is Strategy Diversification, meaning that the Depohar 10 organization is in a stable condition but faces a number of formidable challenges, so it is predicted that the institution will experience difficulties in carrying out daily activities if it only sticks to the previous strategy. Therefore Depohar 10 is advised to immediately expand its tactical strategy; so that the strategy will focus on using force to overcome the threats it faces. It is hoped that if this strategy is implemented, the professionalism of Depohar 10 soldiers can be realized soon.

Keyword: Competence, Communication Navigation, & Professionalism.

INTRODUCTION

The Indonesian National Armed Forces (TNI) serve as a state instrument in the field of defense. The primary duty of the TNI is to uphold the sovereignty of the nation, safeguard the integrity of the Unitary State of the Republic of Indonesia, which is based on Pancasila and the 1945 Constitution of the Republic of Indonesia. One of the components of the TNI is the Indonesian Air Force (TNI AU). The Indonesian Air Force is the main component of the nation's defense in the air domain. Its duties include carrying out the TNI's air operations in defense, enforcing the law, and maintaining security within the national airspace jurisdiction, in accordance with national and international laws that have been ratified. Additionally, the Indonesian Air Force is tasked with building and developing air force capabilities as well as empowering air defense areas (Air Force Doctrine, 2019).

In carrying out its duties, the Indonesian Air Force is supported by several functional main commands, one of which is the Air Force Materiel Maintenance Command. This command is responsible for preparing and performing maintenance on the Air Force's primary weaponry systems (Alutsista) to support operations and training activities. In executing its duties and functions, the Air Force Materiel Maintenance Command oversees several maintenance depots as its operational units: Maintenance Depots 10, 20, 30, 40, 50, 60, and 70 (Perkasau No. 123, 2010).

Maintenance Depot 10, as an operational unit under the Air Force Materiel Maintenance Command, reports directly to the Commander of the Materiel Maintenance Command. It is tasked with conducting heavy maintenance on fixed-wing and rotary-wing aircraft, calibrating precision measuring instruments, performing swing compass, weight and balance, and alignment activities (Perkasau No. 18, 2019). In executing its primary duty of maintaining aircraft, which involves complex and cutting-edge technologies, Maintenance Depot 10 relies heavily on the skill, experience, knowledge, attention to detail, and professionalism of its personnel.

However, in general, the professionalism of the personnel at Maintenance Depot 10 in conducting aircraft maintenance remains relatively low. Based on the author's experience and observations during service at Maintenance Depot 10, there are numerous deficiencies that need to be addressed in various aspects, particularly in the area of personnel professionalism. Some of the most striking issues that demand special attention include the competence of the personnel in terms of knowledge, skills, and attitude, which are still far from the desired standards.

Given this background, this study aims to analyze the professionalism of personnel, particularly in the author's workplace. The focus is on the performance of technical corps personnel in the Indonesian Air Force, with the goal of identifying the factors that contribute to the realization of professionalism and determining strategies for enhancing professionalism at Maintenance Depot 10 in Bandung. The study is titled "Enhancing the Professionalism of Technical Corps Personnel in the Indonesian Air Force at Maintenance Depot 10 Bandung."

METHOD

Type of Research

This study employs a qualitative research method with a narrative procedure. The qualitative approach is deemed more suitable for this research because the researcher aims to gain meaningful and in-depth insights into the natural conditions of the object of study. The qualitative method offers a more diverse approach, encompassing essential efforts such as formulating questions and strategies, gathering detailed data from participants, and analyzing the data inductively, starting from specific themes to broader, more general themes.

Data Collection

The data collection techniques utilized in this study involve a combination of several methods. The researcher integrates data through in-depth interviews, literature review, document analysis, continuous observation, and the distribution of questionnaires to expert informants related to the research object. These four techniques are considered effective in obtaining comprehensive information regarding the professionalism of Indonesian Air Force personnel, particularly the factors that can contribute to enhancing the professionalism of personnel at Maintenance Depot 10 Bandung.

Data Analysis Techniques

Data analysis begins with the researcher identifying the potential lack of professionalism and suboptimal performance of personnel at Maintenance Depot 10. The researcher summarizes the data collected in the field, selects critical issues, and identifies factors that could influence

the performance of personnel in fulfilling their duties at Maintenance Depot 10. To strengthen the analysis, the researcher employs the SWOT analysis method to evaluate strengths, weaknesses, opportunities, and threats in achieving personnel professionalism at Maintenance Depot 10.

The identified data will be presented in the form of a narrative/qualitative report and analyzed to assess the potential and impact of the factors influencing personnel performance and professionalism. The SWOT analysis quadrant is calculated using a combination of ratings and weights, with information gathered through questionnaires. Weighting calculations are performed based on questionnaire responses, followed by further analysis.

To develop strategic plans based on internal and external capabilities, interviews related to questionnaire completion are conducted as follows:

1. Selection of Internal and External Factors

Factors that have been analyzed are selected for further evaluation.

2. Assigning Rankings or Ratings Using the Likert Scale

The Likert Scale is a research tool used to measure attitudes and opinions. Respondents are asked to complete a questionnaire requiring them to indicate their level of agreement with a series of statements. The scale ranges from 1 to 5 for each factor, based on the institution's or organization's internal and external conditions. The rating criteria are as follows:

- a. Value 1: The issue presented is not significant.
- b. Value 2: The issue presented is less significant.
- c. Value 3: The issue presented is moderately significant.
- d. Value 4: The issue presented is significant.
- e. Value 5: The issue presented is highly significant

RESULTS AND DISCUSSION

The findings of this study indicate that the professionalism of personnel at Maintenance Depot 10 in carrying out their duties has yet to be fully realized. Several factors serve as obstacles or challenges, including the following:

- a. Competence of Maintenance Depot 10 Technicians**

According to Robbins (2007:38), competence is an individual's ability to perform certain obligations within an activity. This ability is determined by two factors: physical ability and intellectual ability. The current level of competence among personnel at Maintenance Depot 10 does not yet meet the standards required for professionals in their respective fields.

- b. Equipment and Spare Parts for Maintenance Support**

As primary tools in the maintenance and repair of communication equipment and navigation aids, maintenance support equipment and spare parts at Maintenance Depot 10 play a critical role. However, the current condition of these resources at Maintenance Depot 10 is inadequate when compared to the workload required to support the overall operational readiness of the Indonesian Air Force.

- c. Completeness of Standard Operating Procedures (SOPs) and Guidelines**

The software currently used by Maintenance Depot 10 in maintenance processes is considered less relevant to current developments and does not sufficiently accommodate the needs of field operations. To ensure smooth task execution at Maintenance Depot 10 in the future, the creation and ratification of new technical guidelines and standard operating procedures that address field technical requirements are urgently needed.

This research employs the SWOT analysis method, wherein the author describes the condition of personnel capabilities by analyzing several factors that may function directly or indirectly in achieving professionalism at Maintenance Depot 10 in Bandung. The application of SWOT analysis is conducted to examine the internal factors of the

personnel at Maintenance Depot 10, identifying both strengths and weaknesses. Additionally, external factors are analyzed to assess opportunities and threats that play a role in realizing the professionalism of the personnel at Maintenance Depot 10. The identified data will be presented as a qualitative narrative/report.

d. Internal Factor Analysis

Internal factors at Maintenance Depot 10 significantly influence the process of improving personnel professionalism. Several internal factors act as both strengths and weaknesses for Maintenance Depot 10, helping to determine the strategies needed for future implementation.

1. Strengths

Strengths in SWOT analysis highlight the elements within an organization or institution that have a positive impact on its performance. In this research, strengths represent internal factors within Maintenance Depot 10 that, if optimized, can support the achievement of work programs and enhance professionalism. Some of these strengths include:

- a. **Strong Hierarchy/Rank Structure (Command System)**
The hierarchy within the organizational structure of Maintenance Depot 10 ensures that task assignments and responsibilities are efficiently executed. This strong hierarchy facilitates the completion of tasks assigned to Maintenance Depot 10.
- b. **High Spirit, Esprit de Corps, Discipline, and Camaraderie among Personnel**
A strong sense of unity, discipline, and camaraderie are essential daily attitudes for the personnel at Maintenance Depot 10. When these qualities are upheld, achieving the unit's goal of becoming a professional maintenance organization becomes more attainable.
- c. **Good Leadership**
Effective leadership at all levels, from staff to maintenance units, makes achieving institutional goals easier. Strong leadership at Maintenance Depot 10 ensures that tasks and work programs are carried out effectively.
- d. **Well-Planned Maintenance Management and Control**
Proper planning and control of maintenance tasks enhance the effectiveness and efficiency of work. This is crucial for the successful execution of maintenance tasks at Maintenance Depot 10.
- e. **Many Technicians Qualified as Inspectors**
Personnel at Maintenance Depot 10 with inspector qualifications are highly skilled individuals expected to meet the organization's objectives. An increasing number of qualified inspectors facilitates the realization of professional personnel within Maintenance Depot 10.

2. Weaknesses

Weaknesses in SWOT analysis identify internal factors within an organization that may negatively impact its performance. In this research, weaknesses are internal factors that, if addressed, can accelerate the achievement of work programs and professionalism. Some weaknesses include:

- a. **Limited and Uneven Human Resource (HR) Skills**
The technical skills of personnel at Maintenance Depot 10 are currently limited and uneven due to differing educational backgrounds and vocational training.
- b. **Insufficient Personnel to Meet Staffing Requirements**
The number of personnel currently at Maintenance Depot 10 does not meet the established Staffing Plan (DSP), affecting the organization's ability to achieve its objectives.
- c. **Inadequate Facilities and Infrastructure**
Maintenance and repair facilities, including workshop buildings that require renovation and air conditioning systems, are insufficient to meet current needs.

- d. Outdated Software
Software such as Standard Operating Procedures (SOPs), Technical Manuals, and Technical Orders for communication and navigation equipment are outdated and need updating to support technical operations.
- e. Low Integrity and Responsibility of Personnel
Some personnel exhibit poor discipline, including being absent during working hours or arriving late for morning assemblies.
- f. External Factor Analysis
Several external factors present both opportunities and threats to Maintenance Depot 10 in formulating strategies for future success.

3. Opportunities

Opportunities in this research refer to external factors that, if optimized, can support work programs and professionalism. Some opportunities include:

- a. Well-Organized Training and Education Programs from the Air Force Education Service
Collaboration with the Air Force Education Service ensures comprehensive training and education for personnel, enhancing maintenance knowledge and skills.
- b. Widespread General and Specialized Qualification Education Programs
Development programs such as staff college (Seskoau, Sekkau) for officers and technical qualifications (SBIT, ITC) for non-commissioned officers are widely available.
- c. Open Opportunities for Technical Skill Development Schools
Access to technical maintenance training programs has significantly improved, providing more opportunities for personnel compared to the past.
- d. Support from Higher Command for Innovative Personnel
Support and recognition from higher command for innovative efforts motivate personnel to develop new ideas and improve unit performance.
- e. Awards for Outstanding Personnel
Recognition through awards, such as personality score enhancements or tangible gifts, boosts morale and encourages personnel to excel.

4. Threats

Threats refer to external factors that, if controlled, can help accelerate the achievement of work programs and professionalism. Some threats include:

- a. Personnel Transfers Ordered by Higher Command
Mandatory transfers due to organizational needs can disrupt continuity at Maintenance Depot 10.
- b. Requests for Personnel from Other Units
Requests for personnel to fill vacancies in other units may impact staffing levels at Maintenance Depot 10.
- c. Delayed Personnel Regeneration
Delays in personnel regeneration hinder organizational progress and program implementation.
- d. High Workload from Higher Command
Tasks that exceed personnel expertise or are assigned without adequate preparation pose challenges to Maintenance Depot 10.
- e. Dissatisfaction from User Units Regarding Maintenance Team Performance
Issues such as inadequate spare parts or insufficient technical expertise result in dissatisfaction with the work of the maintenance team from user units.

<p>Strength</p> <ul style="list-style-type: none"> ✓ Strong Hierarchy ✓ High Spirit, Esprit de Corps, Discipline, and Camaraderie ✓ Good Leadership ✓ Effective Work Program Planning and Control Management ✓ Inspector-Qualified Personnel 	<p>Weaknesses</p> <ul style="list-style-type: none"> ✓ Limited and Uneven Human Resource Capabilities ✓ Insufficient Personnel to Meet the Existing Personnel Structure (DSP) ✓ Inadequate Facilities and Infrastructure ✓ Outdated Software ✓ Low Integrity and Responsibility
<div style="border: 1px solid black; padding: 5px; display: inline-block;">SWOT</div>	
<p>Opportunities</p> <ul style="list-style-type: none"> ✓ Well-Organized Personnel Training and Education Programs ✓ Equitable Distribution of General Development and Special Qualification Programs ✓ Ample Opportunities for Technical Skills Training Schools ✓ Support and Attention from Leadership ✓ Recognition and Rewards for Outstanding Achievements 	<p>Threats</p> <ul style="list-style-type: none"> ✓ Personnel Transfers Out of Depohar 10 ✓ Requests for Personnel to Other Units ✓ Delayed Personnel Regeneration ✓ High Workload and Tasks Misaligned with Capabilities ✓ User Units' Dissatisfaction with Maintenance and Repair Results

Figure 1. Matriks SWOT

SWOT Analysis Criteria

In conducting the SWOT analysis, the following aspects are considered:

- Calculation.** The calculation performed on the strengths, weaknesses, opportunities, and threats of the personnel at Depo Pemeliharaan 10 is done for each table. The difference in values between the strengths-weaknesses strategy table and the opportunities-threats table will determine the corridor for the strategy to be implemented.
- Weighting.** Weighting is used to determine the importance of each item. The total weight for Strengths (S) and Weaknesses (W) is 1, as is the case for Opportunities (O) and Threats (T). The assessment of weights is based on the current conditions.
- Scale/Rating.** For each factor, whether it be strengths, opportunities, weaknesses, or threats, a rating from 1 to 5 is given, where:

Tabel 1. Scale/Rating

SCALE/RATING	
5	Very Significant
4	Significant
3	Quite Significant
2	Less Significant
1	Not Significant

IFAS (Internal Factors Analysis Strategy) or Analysis of Strengths and Weaknesses

Table 2. Matriks IFAS

No	Internal Key Factors	Weight	Rating	Score
A				
STRENGTH				
1	Hierarchy	0,10	4	0,43
2	Esprit, Discipline, Loyalty	0,11	4	0,45
3	Good Leadership	0,11	4	0,45
4	Good Lower Management	0,09	5	0,45
5	Inspector Technician	0,09	5	0,45
Amount		0,5		2,24

No	Internal Key Factors	Weight	Rating	Score
B WEAKNESSES				
1	Limited Human Resource Capability	0,10	4	0,43
2	Number Not Yet in Accordance DSP	0,09	4	0,35
3	Inadequate Infrastructure	0,09	4	0,35
4	Software not yet in Accordance	0,11	4	0,43
5	Low Integrity	0,11	3	0,30
Amount		0,5		1,87
Amount Total		1		
Total X		S and W		0,37

<i>Strength Posture</i>
$X = S - W = 2,24 - 1,87$
$X = 0,37$

The results of the IFAS analysis in Table 4.3 show that the strength indicators (Strength) have a total score of 2.24, while the weaknesses (Weakness) have a total score of 1.87. Similarly, in the EFAS, the external factors are also verified with the following results:

EFAS (External Factors Analysis Strategy) or Analysis of Opportunities and Threats.

Tabel 3. Matriks EFAS

No	Internal Key Factors	Weight	Rating	Skor
A OPPORTUNITIES				
1	Training & Education	0,11	4	0,43
2	Education and Development & Special Education	0,11	4	0,49
3	Bintrampil Opportunities	0,09	3	0,29
4	Leadership attention support	0,11	4	0,43
5	Achievement Award	0,11	4	0,47
Amount		0,53		1,63
B THREATS				
1	Organizational Skill Distortion	0,09	3	0,27
2	Press transfer to another work unit	0,09	3	0,27
3	Inhibited regeneration	0,11	4	0,47
4	High workload	0,11	4	0,43
5	Satgun is not satisfied	0,09	3	0,27
Amount		0,47		1,71
Amount Total		1		1
Total			O and T	-0,08

<i>Competitive Posture</i>
$Y = O - T = 1,63 - 1,71$
$Y = - 0,08$

The analysis in Table shows that the indicator for opportunities (Opportunities) has a score of 1.63, while the indicator for threats (Threats) has a score of 1.71. The total score for each factor can be broken down as follows:

- Strength indicator (Strengths): 2.24
- Weakness indicator (Weakness): 1.87
- Opportunity indicator (Opportunities): 1.63
- Threat indicator (Threats): 1.71

It is noted that the Strengths value exceeds the Weaknesses by a difference of (+) 0.37, while the Opportunities value is below the Threats by a difference of (-) 0.08. Based on the identification of these indicators, they can be represented in a SWOT diagram.



Figure 2. SWOT Diagram

Based on the diagram above, the policy/strategy position of Depohar 10 in achieving the professionalism of its personnel is in Quadrant II. Therefore, the strategy to be implemented is the ST Strategy. This strategy can be illustrated in the table below.

Table 4. Selected Strategy

Change Strategy	S1 0,43	S2 0,45	S3 0,45	S4 0,45	S5 0,45
T1 0,27	0,1161	0,1215	0,1215	0,1215	0,1215
T2 0,27	0,1161	0,1215	0,1215	0,1215	0,1215
T3 0,47	0,2021	0,2115	0,2115	0,2115	0,2115
T4 0,43	0,1849	0,1935	0,1935	0,1935	0,1935
T5 0,27	0,1161	0,1215	0,1215	0,1215	0,1215

Table 5. Strategy Description

IFAS	<u>Strength (S)</u>	<u>Weaknesses (W)</u>
EFAS	<ol style="list-style-type: none"> 1. Hierarchy 2. Esports spirit, Discipline, Loyalty 3. Good leadership 4. Good Rendalhar Management 5. Inspector Technician 	<ol style="list-style-type: none"> 1. Limited HR Capacity 2. Number does not match DSP 3. Inadequate infrastructure 4. Inadequate training 5. Low soldier integrity

Opportunities (O) <ol style="list-style-type: none"> 1. Training & Education 2. Education and Training Development & Special Education 3. Skill Development Opportunities 4. Support and attention from leaders 5. Awards for those who excel 	Strategy SO <ul style="list-style-type: none"> • Carry out education and training according to rank, position and level as a technician (S1, S4, S5, O1, O2, O3). • Provide the best soldier award for outstanding technicians so that other personnel are motivated (S3, S4, S5, O4, O5) 	Strategy WO <ul style="list-style-type: none"> • Submit to the City for adjustment of administrative completeness and requirements for the ongoing Harkan operation (W1, W2, W3, W4, O1, O2, O3) • Providing rewards and punishments (W5, O4, O5)
Threats (T) <ol style="list-style-type: none"> 1. Mutation of the press out of Depot 40 2. Mutation of the press to other Satker 3. Regeneration process 4. High workload 5. Dissatisfaction of Satgun 	Strategy ST <ul style="list-style-type: none"> • Submit to Kotas for personnel proposals to be readjusted to the workload (S1, S3, S4, T1, T2, T3, T4) • Provide guidance and additional Commander hours to staff regarding their duties (S2, S4, S5, T4, T5). 	Strategy WT <ul style="list-style-type: none"> • Providing more frequent understanding to the press about basic military science & initial intentions to become TNI (W1, W2, W3, T1, T2, T3) • Conducting revisions, evaluations and socialization of software, especially regarding workloads in other Satguns (W4, W5, T4, T5)

Elaboration of the Chosen Strategy

The selected change strategy (ST) is Diversification Strategy, which means that the organization, in this case Depohar 10, is in a stable condition but facing significant challenges. It is predicted that the organization/institution will encounter difficulties in carrying out daily activities if it merely relies on previous strategies. Therefore, the organization is encouraged to immediately add tactical strategies, with the hope of achieving its ultimate goal of enhancing the professionalism of its personnel. The strategy will focus on using strengths to overcome the threats faced (Shinta, 2009) as follows:

- 1) Submit a request to the higher command, in this case Koharmatau, for personnel assignments in workshops at the Maintenance Unit to be adjusted based on the workload they carry.
- 2) Provide briefings and additional hours of leadership to staff regarding their duties, including routine tasks and new knowledge related to management planning, control, and maintenance.
- 3) Organize short courses on management planning and maintenance control for staff at the working units whose responsibilities are related to maintenance, to ensure they understand their roles and functions, thereby reducing the need for personnel transfers to other units.
- 4) Provide rewards, in the form of allowances, to technicians who have attained Inspector qualifications, to foster a renewed spirit of dedication to Depohar 10 and discourage thoughts of transferring to other units, unless it is due to organizational needs.
- 5) Conduct intensive and periodic assessments of the condition of technicians at each working unit, particularly regarding personnel regeneration, so that the hierarchy within each unit remains in place and functions as expected.
- 6) Assign tasks and duties according to each person's level and job to prevent task overlap. The aim is for each technician to complete their tasks according to their knowledge and expertise, and to maintain a sense of camaraderie and teamwork among personnel.
- 7) Assign qualified personnel, both officers and enlisted, who can be relied upon to perform as a Field Maintenance Assistance Team (Banharlap), in accordance with the hierarchy, to ensure that the user unit feels confident and satisfied with the team's performance.

- 8) Assign personnel to the Banharlap team who are truly capable and can form a strong team, fostering a sense of unity and commitment in carrying out maintenance and repair tasks at the designated user units.

CONCLUSION

Currently, Depohar 10 is facing the issue of low professionalism in the performance of aircraft maintenance, which affects the operational readiness of communications and electronics within the Indonesian Air Force. This low competence in the performance of Depohar 10 personnel is caused by both internal and external factors that influence the achievement of professionalism among the soldiers at Depohar 10. These factors include:

1. Internal Factors: a) A strong hierarchy/rank system (command structure). b) Good spirit, teamwork, discipline, and camaraderie. c) Good leadership. d) Good management of planning and control of maintenance. e) A significant number of technicians have achieved inspector qualifications. f) Limited and uneven human resource capabilities. g) The number of personnel does not yet meet the required personnel structure (DSP). h) Insufficient facilities and infrastructure. i) Software that does not match the current conditions. j) Low integrity and responsibility among the soldiers.
2. External Factors: a) A well-structured personnel training and education program by the Air Force Education Service. b) The distribution of General Development Education (Dikbangum) and Specialized Qualification Education (Dikkualsus). c) Many opportunities for technician skill development schools offered by the Air Force Education Service. d) Support and attention from higher command leadership for personnel with innovative contributions to the development of knowledge. e) Recognition and rewards from leadership for personnel at Depohar 10 who excel in creative competitions. f) Personnel transfer of technical profession mentors out of Depohar 10. g) Personnel requests to transfer to other units. h) Delays in the regeneration of personnel in technical professions. i) High workload and tasks from higher command that are not yet aligned with the technicians' capabilities. j) Dissatisfaction from user units regarding the results of the Field Maintenance Assistance Team (Banharlap).

Based on the conclusions from the previous chapter, the SWOT diagram for the professionalism of Depohar 10 personnel is in quadrant 2 (two), indicating the use of the ST strategy, which is a Diversification Strategy. This means that Depohar 10 is in a stable condition but faces significant challenges. The organization is predicted to face difficulties in carrying out daily activities if it continues to rely solely on previous strategies. Therefore, the organization is advised to immediately expand its tactical strategies. Going forward, the strategy will focus on leveraging strengths to overcome the threats. The following strategies are recommended:

1. Submit personnel proposals to Koharmatau.
2. Provide briefings and additional hours of leadership to staff regarding their duties.
3. Organize short courses on maintenance planning and control management for staff at the working units.
4. Provide rewards, in the form of allowances, to technicians who have obtained Inspector qualifications.
5. Conduct intensive and periodic assessments of technicians in each unit, particularly regarding personnel regeneration.
6. Assign tasks and duties based on the level and job of each technician.
7. Assign reliable personnel, both officers and enlisted, with proven qualifications.
8. Assign capable personnel to the Banharlap team to form a robust and effective team.

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