STRATEGIES TO INCREASE THE EFFECTIVENESS OF ABILITIES FASHARKAN MENTIGI OF TANJUNG UBAN TO SUPPORT THE STATE DEFENSE

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ABSTRACT

The maintenance and repair facility is one of the organizations within the Indonesian Navy that has the task of carrying out the maintenance and repair of KRI. In carrying out increasingly complex tasks, and the development of marine lift technology, maintenance and repair facilities require technological equipment and professional personnel in their fields. The purpose of this research is to determine alternative strategies to increase the effectiveness of the ability of Fasharkan Mentigi Tanjung Gray. This research uses the integration of SWOT analysis which is used to formulate and provide alternatives in the development strategy of the Mentigi Tanjung uban Fasharkan. Based on the results of the SWOT matrix analysis, in order to increase the effectiveness of the ability of the Tanjung Uban Mentigi Fasharkan to support the main duties of the Indonesian Navy, according to the SWOT method shows that the effectiveness strategy of fasharkan's ability lies in quadrant II with coordinates (0.38; 0.32) which indicates the SO strategy, namely the ability of the Mentigi Tanjung Uban Fasharkan to use optimal strength by taking advantage of existing opportunities, with alternative strategies The first is (1) the readiness of fasharkan to increase the effectiveness of the Mentigi Tanjung Uban Fasharkan capability which is supported by the Indonesian Navy policy and the Fasharkan operational strategy; and (2) the readiness of personnel supported by the development and training of personnel capabilities namely the ability of Fasharkan Mentigi Tanjung Uban to use optimal strength by taking advantage of existing opportunities, with the first alternative strategy being (1) Fasharkan readiness to increase the effectiveness of the Tanjung Uban Mentigi Fasharkan ability which is supported by the Indonesian Navy policy and Fasharkan's operational strategy; and (2) the readiness of personnel supported by the development and training of personnel capabilities namely the ability of Fasharkan Mentigi Tanjung Uban to use optimal strength by taking advantage of existing opportunities, with the first alternative strategy being (1) Fasharkan readiness to increase the effectiveness of the Tanjung Uban Mentigi Fasharkan ability which is supported by the Indonesian Navy policy and Fasharkan's operational strategy; and (2) the readiness of personnel supported by the development and training of personnel capabilities

Keywords *: Fasharkan Mentigi Tanjung Pinang, SWOT.*

1. Introduction

Indonesia is an archipelagic country, where its geographic condition which is in a cross-country position places the national jurisdiction sea area very strategic both for Indonesia and for other countries. In addition to Indonesia's strategic geographic position, the Indonesian Navy's Center for Hydrography and Oceanography states that Indonesia has 17,504 islands, an area of 6.40 million km² of Indonesian waters, a territorial area of 0.29 million km², an area of 3.11 million km² of archipelagic waters, an area of the Economic Zone. Exclusive 3.00 million km², the land area of Indonesia is 1.90 million km², the area of Indonesia is 8.30 million km², the length of the Indonesian coastline is 108,000 km (Pushidrosal, 2018).

The implementation of the main duties of the Indonesian Navy in defending and maintaining sovereignty at sea can be carried out with support for infrastructure and mastery of Naval Technology, especially in the Integrated Fleet Weapon System (SSAT). SSAT readiness and mastery of oceanic technology greatly affect the implementation of the main duties of the Indonesian Navy in defending and safeguarding the sovereignty of the state, especially at sea. Thus the readiness of the SSAT, especially the Indonesian Warship (KRI), is a very priority to support security at sea. With the increasing number of the presence of KRI at sea, it will be able to control

the sea area and be able to minimize risks and be free from all threats that have so far existed so that the stability and balance and security of the sea are maintained.

To be able to carry out their duties optimally, warships in the ranks of the Indonesian Navy must be ready to operate. To maintain operational readiness, ships as one of the main components of SSAT, the Indonesian Navy currently has three fleets, namely Fleet I, II and III, in which there is a unit that is responsible for providing maintenance and repair facilities. In this case the Fleet I area has several Fasharkan scattered in several Lantamals according to Figure 1.1

Figure 1.1 Distribution Map of Fasharkan in the Working Area of Koarmada I

The geographical location of the Lantamal IV working area is very strategic, because there are the Malacca Strait and the Singapore Strait which are sea lines of trade (SLOT), sea lines of communication (SLOC), and chokepoint for international shipping. The position of Lantamal IV is very strategic to be used as a stopover for KRI which will carry out border operations and the Operations Task Force Abroad. For this reason, it is very important to have adequate facilities and facilities for the maintenance and repair of ships. In this case, the TNI AL Battleship Maintenance and Repair Facility (Fasharkan) is a unit that functions to facilitate the maintenance and repair of Indonesian warships. Fasharkan Lantamal IV, Mentigi Tanjung Uban, as part of the TNI AL's main base organization, has the main task of providing services in terms of maintenance and repairs to support the operations of the Indonesian Navy's defense equipment. In every implementation of operational activities involving neighboring countries in the western region.

The determination of goals and strategies is a process that ultimately requires an agreement between stakeholders and leaders in determining them, as an analysis tool in this study using a SWOT (Strengths Weaknesses Opportunities and Threat) analysis. With the SWOT analysis, several strategic formulations will be obtained, so that the appropriate strategy stages can be obtained for the development of the Tanjung Uban Mentigi.

Faced with the current condition of Fasharkan Lantamal IV Mentigi Tanjung Uban, with limited human resources, facilities and equipment for workshop support, in providing maintenance and repair support for Indonesian Navy ships in Mentigi Fasharkan, it can be felt that its performance is still ineffective because it is not yet optimal facilities for docking, Besides that the workshop facilities, safety equipment and supporting transportation equipment are old and still manual so they are still behind with current technology.

2. Material and methods

2.1 Development Strategy

Management strategy is a managerial action in making decisions in determining the direction of performance in the long term of an organization which includes observations of environmental influences, formulation or planning of a strategy, implementation of evaluation and implementation of the strategy itself (J. David Hunger, 2003). If seen from the etymology, strategy from Greek which is taken from a derivative of the word strategos, in the Athenian era of democracy which means "military commander". However, from the perspective of the terminology, experts have different understandings

of the meaning of strategy, but basically have a similar meaning, namely a plan to achieve goals efficiently and effectively (Syahtaria, 2019).

Management strategy can be defined as the art and science of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its goals. This definition implies that strategic management focuses on integrating management, marketing, finance/ accounting, production / operations, scriptwriting and development, and information systems to achieve organizational success. The term strategic management in this text is used synonymously with the term strategic planning (Istiqomah, 2017)

2.2 SWOT Analysis Concept

SWOT analysis is the most common technique that can be used to analyze strategic cases (Hill, 1997). SWOT is a tool that is often used to analyze the internal and external environment to achieve a systematic approach and support for decision situations (Wheelen, 2012). SWOT is an acronym for strength (S), weakness (W), opportunity (O) and threat (T). The first two factors (strengths and weaknesses) are related to internal organizational factors, while opportunities and threats cover the broader context or environment in which the entity operates (Collins-Kreiner, 2007).

Matrix SWOT can clearly describe how the external opportunities and threats faced by the company can be adjusted according to its strengths and weaknesses. The SWOT matrix is a matching tool that develops four types of strategies, namely SO, WO, ST and WT (J. David Hunger, 2003). Good business planning using the SWOT method is summarized in the SWOT matrix as follows:

Table 2.1 SWOT analysis matrix

IFAS / EFAS	Strength	Wea*kness*
Opportunity	STRATEGI (SO) Create a strategy that uses your strengths to take advantage of opportunities	STRATEGI (WO) Create strategies that minimize weaknesses to take advantage of opportunities
Threats	STRATEGI (ST) Create a strategy that uses strength to overcome threats	STRATEGI (WT) Create a strategy that minimizes weaknesses and avoids threats

Source: Philip Kotler, 2002 in Khoiroh, 2016

2.3 Data source.

Primary data can be collected in a number of ways. However, the most common techniques are self-administered surveys, interviews, field observations, and experiments. Secondary data is data that is collected by other people for other primary purposes. Utilization of existing data provides the right choice for researchers who have limited time and resources.

2.4 Research Subjects.

Research subjects are agencies or organizations that are directly involved in the research. Research resource persons are people who understand about Mentigi's Fasharkan. The resource persons used in this research were those who were directly involved in the research, namely: Kafasharkan Mentigi, Kabagren Fasharkan Mentigi, Kabagprod / Fasharkan Mentigi Staff, Kabengdock, Kabengbakap / Mentigi Fasharkan Staff, KKM KRI in first Fleet.

2.5 Research Object.

Object research is everything that is at the core of the formulation of the problem in research. The object of this research is Fasharkan Mentigi Tanjung Uban. The research object is directed to help formulate a development strategy with the criteria of Organization, Human Resources (HR), infrastructure and technology.

2.6 Data collection techniques.

Data collection is carried out to obtain the information needed in order to achieve the research objectives. In this study, data collection techniques were carried out through observation, interviews and documentation / literature study. Primary data through observation and interviews (in-depth interviews) are data collected and processed by the researcher from the subject or object of the study. Meanwhile, secondary data through documentation / literature study is data obtained indirectly from the subject or object of research.

2.7 Research Flow diagram.

The big report regarding all research activities is depicted in a flowchart as in Figure 2.1

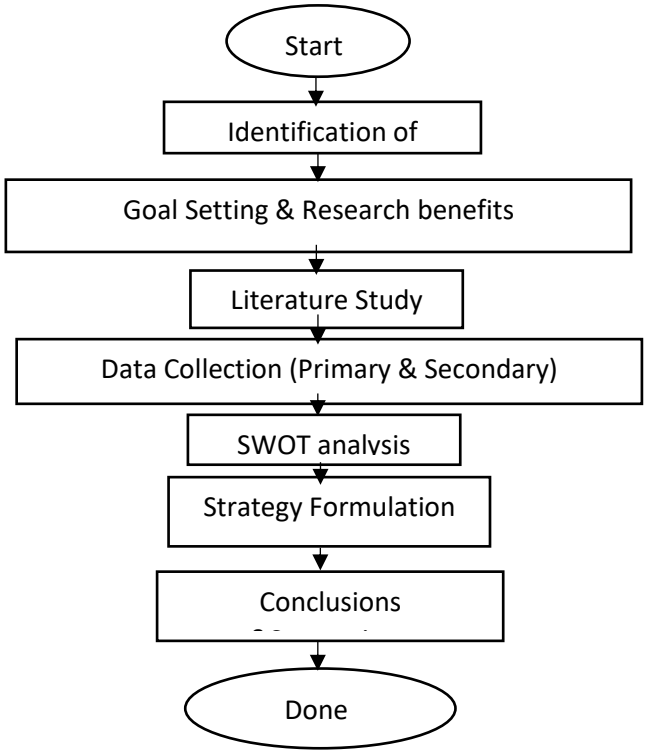

Figure 2.1 Research Flowchart

3. Result and discussion

The data that has been obtained from interviews and questionnaires are used for processing with the IFAS and EFAS Matrix. The data that has been obtained are processed to obtain a strategy to improve the ability of Fasharkan Mentigi Tanjung uban using the SWOT Matrix.

3.1 Analysis Identification of Ability Internal Factors Mentigi Tanjung Uban's Fasharkan

Internal factor of Fasharkan Mentigi Tanjung Uban is an activity in the management environment of developing a strategy in increasing the effectiveness of the ability of Fasharkan Mentigi Tanjung Uban, which consists of the strengths and weaknesses of Fasharkan. The aspects used to

identify the internal strengths and weaknesses of the capability Mentigi Tanjung Uban Fasharkan.

Table 3.1 IFAS Calculation Matrix

No.	Internal Factor	Weight	Rating	Score
Strength (S)				
1	Fasharkan readiness	0.06	3	0.17
2	Maritime society	0.06	3	0.17
3	Facilities and infrastructure fasharkan	0.06	4	0.23
4	Personnel readiness	0.06	4	0.23
5	Biological resources	0.05	3	0.16
6	Indonesian Navy airforce	0.05	3	0.16
7	Spotmar TNI AL	0.06	4	0.22
8	The existence of fasharkan	0.06	3	0.17
9	Power Support fasharkan	0.06	4	0.22
10	Improved personnel quality	0.06	2	0.11
	Total Strength Score (S)	**0.55**	-	**1.82**
Weakness (W)				
1	The number of defense equipment	0.05	3	0.16
2	Operational volume	0.04	3	0.12
3	A large fleet	0.04	3	0.12
4	The number of Indonesian Navy	0.05	4	0.21
5	Electronic observation tools	0.05	3	0.15
6	Military readiness	0.06	3	0.17
7	Lots of military means	0.04	3	0.12
8	The number of working areas	0.04	3	0.12
9	There is no development fasharkan	0.05	4	0.18
10	Limit of fasharkan personnel	0.04	3	0.12
	Total Weakness Score (W)	**0.45**	-	**1.45**
Total Score IFAS		**1.00**	-	**0.38**

The results of identification, data tabulation and weighting score calculations according to the expert's answers to the questionnaire on the Internal Fasharkan Factors in the form of strengths and weaknesses that have been given weight and rating (Table 3.1), have obtained a score on the IFAS matrix of 0.38. With details, the score on strength was 1.82 and the score on weakness was 1.45. The IFAS value shows that currently the ability of the Mentigi Tanjung Uban Fasharkan is in a strong position, which means that currently the effectiveness of the ability of fasharkan has a strong internal condition in utilizing strengths and overcoming weaknesses that have an influence on the effectiveness of the existing capabilities of the Mentigi Tanjung Uban Fasharkan.

Tabe3.1 shows that the IFAS matrix has the main strengths of the Mentigi Tanjung Uban fasharkan, namely: "Facilities and infrastructure fasharkan" and "Personnel Readiness" with the highest score of 0.23. then the second strength, namely: "Sportmar TNI AL" and "Fasharkan Supporting Capacity" with the second highest score of 0.22. Then in third place, namely: "Fasharkan Readiness", "Maritime Society" and "Existence Fasharkan" with the third highest score with 0.17.

The main weakness face by Fasharkan were related to the effectiveness of the Mentigi Tanjung Uban's Fasharkan capabilities, namely: "Many fleets" with the highest score of 0.21. And the second weakness that must be faced by Fasharkan is: "There is no development of fasharkan" with a score of 0.18. Then the third weakness that must be faced by Fasharkan is: "Military readiness" with a score of 0.18.

3.2 Analysis Identification of External Factors Ability of the Mentigi Tanjung Uban Fasharkan

External factor of Fasharkan Mentigi Tanjung Uban is an activity in the external environment of management strategy development in increasing the effectiveness of the Mentigi Tanjung UbanFasharkan, which consists of opportunities and threats that are owned by Fasharkan.

Tabel 3.2 EFAS Calculation Matrix

No.	External factor	Weight	Rating	Score
Opportunity (O)				
1	Maritime community empowerment	0.08	4	0.31
2	Indonesian Navy Policy	0.08	3	0.25
3	Fasharkan Operations Strategy	0.06	3	0.19
4	Personnel Development	0.06	3	0.19
5	Infrastructure Empowerment	0.07	3	0.21
6	Maritime Potential	0.08	3	0.25
7	Personnel Abilities	0.06	3	0.19
8	Personnel exercise	0.06	3	0.18
	Total Score Chance (O)	**0.56**	-	**1.77**
Threat (T)				
1	The number of defense equipment that must be handled is a lot	0.04	3	0.12
2	The hours of operation for Alutsista are solid	0.05	4	0.19
3	Geographical Work Area of Fasharkan	0.06	3	0.19
4	Wheather in the Fasharkan Work Area	0.05	4	0.19
5	Largest the Fasharkan Work Area	0.05	4	0.19
6	Fasharkan Work Range	0.06	3	0.19
7	Largest the Work Area of the Indonesian Navy	0.06	3	0.19
8	Fasharkan Personnel Empowerment	0.06	3	0.18
	Total Threat Score (O)	**0.44**	-	**1.45**
	Total EFE	**1.00**	-	**0.32**

The results of identification, tabulation of data and calculation of weighting scores according to expert answers to the questionnaire on External Factors of Fasharkan in the form of opportunities and threats that have been given weight and rating (Table 3.2), have obtained a score on the EFAS matrix of 0.32, with a breakdown of the score on opportunity of 1.77 and the score on Threat is 1.45. The EFAS value shows that currently the ability of the Mentigi Tanjung Uban Faculty of Law is in a strong position which means that currently the effectiveness of the fasharkan has a strong external condition in taking advantage of opportunities and controlling the existing threats of the Tanjung Uban Mentigi Fasharkan.

Table 3.2 shows that the EFAS matrix has a major opportunity factor (O) which is measured from the aspect of the Mentigi Tanjung Uban

Fasharkan, which consists of: "Empowerment of maritime communities" with the highest score of 0.31. Then the opportunity (O) the ability of Fasharkan Mentigi Tanjung Uban rank second is measured from: "Indonesian Navy Policy" and "Maritime Potential" with a score of 0.25. And then the third rank of opportunity (O), measured by the ability of the Mentigi Tanjung Uban Fasharkan, namely "Infrastructure Empowerment" with a score of 0.21.

And The main threat faced by Fasharkan lies in the ability of Fasharkan Mentigi Tanjung Uban, namely: "The Many Duties of Alutsista", "Geographical Location of Fasharkan Work Areas", "Weather in Fasharkan Work Areas", "Extent of Fasharkan Work Areas", "Fasharkan Work Range" and "The extent of the Navy's Work Area" with the highest score of 0.19. And the second rank threat that must be faced by the Mentigi Tanjung Uban Fasharkan, namely: "Empowering Fasharkan Personnel" with a score of 0.18. Furthermore, the third rank threat that must be faced by Fasharkan Mentigi Tanjung Uban, namely: "The number of Alutsista that must be handled" with a score of 0.12.

3.3 Internal - External Matrix Analysis

Internal-external matrix analysis (IE) is obtained from the total weighted score of the IFAS and EFAS matrix, then the resulting weighted score is entered into the IE matrix to map the current position of the company, which can be seen in the IE matrix table.

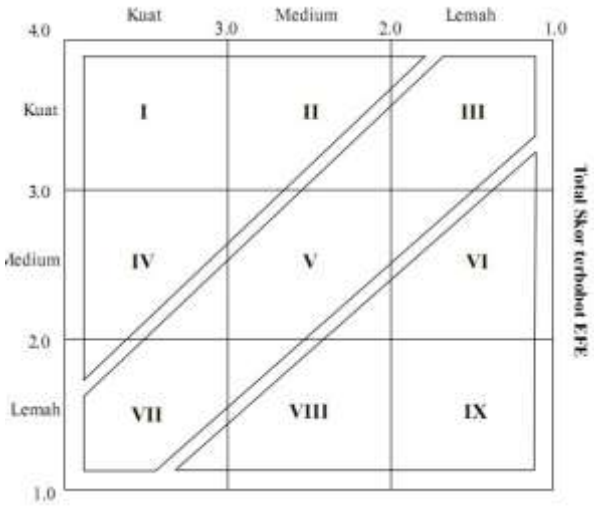

Figure 3.1 Internal - External Matrix

Based on Table 3.1, Table 3.2 and Figure 3.1, it is known that the IFAS value is 0.38 and the EFAS is 0.32. This means that the position of the Mentigi Tanjung Uban Fasharkan Ability strategy in Cell I is: Growth and Build.

3.4 Strategy formulation

SWOT Matrix are used to formulate strategies based on a combination of internal and external environmental analysis. There are four main strategies used, namely;

a. SO strategy : a strategy that uses strength to take advantage of opportunities.
b. ST strategy : a strategy that uses strength to overcome threats.
c. WO strategies : strategies that minimize weaknesses by taking advantage of opportunities.
d. WT strategy : strategies that minimize weaknesses, and at the same time anticipate threats.

Table 3.3 shows that the SWOT matrix (Strenghts, Weakness, Oppurtinity and Threats) arranged systematically and structurally can form four matrix strategies, namely: SO, ST, WO and WT strategies.

Table 3.3 SWOT Matrix

	Strength (S)	**Weakness (W)**
	1. Fasharkan readiness	1. Availability of defense equipment
	2. Maritime society	2. Operational volume
	3 facilities and infrastructure	3. Fleet in operation
	4. Personnel readiness	4. The number of Indonesian Navy personnel
	5. Biological resources	5.Electronic observation tools
	6. Indonesian Navy airforce	6. Military readiness
	7. Spotmar TNI AL	7. Lots of military means
	8. The existence of fasharkan	8. The number of working areas
	9. Carrying capacity fasharkan	9. Absence developmentn fasharkan
	10. Improved personnel quality	10. Limited personnel fashaguess
Opportunity (O)	**SO strategy**	**WO strategy**
1. Empowerment masyarakat maritime	1. Fasharkan readiness for increase the effectiveness of the Mentigi Tanjung Uban Fasharkan capability which is supported by the Indonesian Navy policy and the Fasharkan operational strategy. (S1, O2, O3)	1. The availability of defense equipment, volume more operational and fleet to take advantage of personnel and infrastructure development. (W1, W2, O4, O5)
2. TNI policy AL		
3. Operations Strategy Fasharkan		
4. Coaching Personnel		
5. Empowerment Infrastructure		
7. Ability Personnel	2. Personnel readiness supported with the coaching and training of personnel (S4, O8)	2. Military readiness with take advantage fasharkan operative strategy (W6, O3)
8. Personnel Training		
Threats (T)	**ST strategy**	**WT strategy**
1. Number of Alutsista that is handled	1. Readiness for use fork to overcome the number of defense equipment handled with tight operating hours (S1, T1, T2)	1. Milliter readiness for meminimized to overcome the work range of fasharkan (W6, T5)
2. Hours of operation Solid defense equipment		
3. Geographical location Work		
4. Weather on Work area Fasharkan	2. The existence of fasharkan for to handlei geographic location, weather, coverage and area of the work area of fasharkan and TNI AL (S8, T3, T5)	2. Lots of military means overcome geographic location, weather, range and extent of work areas of fasharkan and TNI AL (W7, T4, T5, T6)
5. The breadth Area Work Fasharkan		
6. Reach Fasharkan Work		
7. The breadth area work of the Navy	3. Improve the quality of personnel overcome the empowerment of formal personnel (S10, T8)	3. The absence of fasharkan development is handled through empowering fasharkan personnel (S9, T8)
8. Empowerment Personnel Fasharkan		

Based on Table 3.4 shows the IFAS and EFAS results then presented in a SWOT quadrant chart or Cartesian diagram. A point on the X-axis indicates the internal factor (IFAS) while the point on the Y-axis shows the value of the external factor. Then drawn a meeting line between the two. This graph shows the current position or position of the Mentigi Tanjung Uban's Fasharkan, can be seen in Figure 3.2, as follows:

Figure 3.2 Position of the Mentigi Tanjung Uban Fasharkan Capability Strategy

Based on Figure 3.2 shows that the quadrant of the IFAS and EFAS calculation results is the S quadrant (the Strength and Oppurtunity quadrant). The value obtained from the IFAS is (0.38) which is located on the SWOT quadrant axis. The value of EFAS is (0.32) which lies on the ordinate axis of the SWOT quadrant. The position of mentigi tanjung uban's Fasharkan Lantamal IV ability is located in quadrant II with coordinates (0.38; 0.32) which indicates the SO strategy, namely the ability of Tanjung Uban's Mentigi Fasharkan ability to use optimal strength by taking advantage of existing opportunities. Things that can be done by the ability of the Mentigi Tanjung Uban Fasharkan are by:

a. Readiness of fasharkan to increase the effectiveness of the Mentigi Tanjung Uban Fasharkan capability which is supported by the Indonesian Navy policy and the Fasharkan operational strategy.

b. Readiness of personnel supported by coaching and training of personnel capabilities.

4. Conclusion

The conclusions that can be drawn from the results of the analysis and discussion are as follows :

a. Based on the results of the IFAS - EFAS score, the results of the identification of the effectiveness of the Mentigi Tanjung Uban Fasharkan ability are based on the results of the IFAS - EFAS score, an IFAS score of 0.38 and an EFAS score of 0.32, so internal and external factors that support the effectiveness of the ability of the Tanjung Uban Mentigi Fasharkan in supporting the main task of the Indonesian Navy are the strategy of utilizing strength. and Opportunities.

b. The strategy formula in order to increase the effectiveness of the ability of Fasharkan Mentigi Tanjung Uban in supporting the main tasks of the Indonesian Navy, according to the SWOT method, it shows that the effectiveness strategy for the ability of fasharkan is located in quadrant II position with coordinates (0.38; 0.32) which indicates the SO strategy. Fasharkan Mentigi Tanjung Uban uses optimal strength by taking advantage of existing opportunities, with the first alternative strategies are (1) the readiness of fasharkan to increase the effectiveness of the capabilities of the Tanjung Uban Mentigi Fasharkan supported by the Indonesian Navy policy and the Fasharkan operational strategy; and (2) the readiness of personnel supported by the development and training of personnel capabilities

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