

STRATEGY DEVELOPMENT OF PUSKOPASKA IN THE ORDER OF MAINTAINING SOVEREIGNTY AND SECURITY THE UNITARY STATE OF THE REPUBLIC OF INDONESIA

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ABSTRACT

The development of science and technology as well as the strategic environment affects the demands for increasing the quality of the Indonesian Navy's human resources, the development of the Puskopaska to make soldiers with the knowledge and technology of weapons science and technology, which is very important, is carried out continuously. This is an effort to carry out the Puskopaska's vision, mission and goals as well as in order to increase the security and defense of the sea and coastal estuaries, therefore a Puskopaska development strategy is needed. The purpose of this research is to obtain factors, criteria, strategy formulation, prioritization and development strategy road map. The research method used is the analytical technique using the IFAS-EFAS matrix, SWOT matrix, QSPM matrix, and BORDA. The results of the study indicate that Puskopaska is in a defensive and guarding position so that the best strategy is to hold regular training programs and add certified trainers, as well as add weapons technology. With the Strength-Opportunity (SO1) strategy, (SO2), (SO3) followed by Strategy (ST1),(ST2),(WO),(WT)sorted by QSPM matrix to get priority strategy. The results of the QSPM matrix rank 7 (Seven) strategies, then grouped the rankings using the BORDA method, from the highest to the lowest scores as a step in starting the stages in the work plan for the next 5 (Five) years.

Keywords: Puskopaska Organization, SWOT, BORDA.

1. INTRODUCTION

1.1 Background

Indonesia is the largest archipelagic country in the world with an area of water reaching almost 2/3 of the total area. When related to the geographical position at the crossroads of the world, placing Indonesia in a very strategic position and being highly reckoned with by other countries, the Indonesian Navy has the main task of maintaining the sovereignty of the territorial waters from Sabang to Merouke where there are strategic opportunities as well as obstacles that must be faced. , but on the other hand if these opportunities and constraints cannot be managed properly, it will cause quite difficult problems, especially problems at sea and estuaries.

The Frog Troop Command (Kopaska) is a special force of the Indonesian Navy that has a motto "Tan Hana Wighna Tan Sirna" which

means there are no obstacles that cannot be overcome. The Corps was founded on March 31, 1962, The main tasks of this force are blasting, underwater demolition, including sabotage, covert attack on enemy ships and sabotage of enemy bases, soul torpedoes, destruction of underwater installations, reconnaissance, preparing landing beaches for larger amphibious operations, as well as maritime counter terrorism, and also These troops are assigned to VIP personal bodyguards such as the President and Vice President.

Puskopaska is currently conducting validation of its organization to achieve the vision and mission targets. Then it is hoped that this organization will develop significantly with a note of paying attention to supporting factors in meeting the needs of the organization both internally and externally, At this time Puskopaska still lacks personnel according to DSP, whether officers or

members still have multiple jobs so that it will cause an excessive workload resulting in not focusing on doing a job. Then regarding K4IP technology (Command, Control, Communication, Computer, Observation, Surveillance) which is still not implemented so that its role is less than optimal, especially in carrying out operations and routine exercises as well as joint operations and exercises with other countries, for example joint exercises with the Navy Seals, namely Markmeanship. , Close Quarter Combat (CQC), Combat Driver, Maritime Interdiction Operation (MIO) and Full Mission Profiles (FMP). That's where Kopaska soldiers are required to follow international training standards and master battle strategies and be experts in weapons technology.

Weaknesses in the organization trigger Puskopaska to want to produce human resources who are professional and technologically minded in their daily tasks and the need for a good plan in accordance with the Puskopaska Strategic Plan which is made to achieve organizational goals so that they can optimize existing resources . With these demands, judging from the education pattern of the frog troop commando, starting with indoctrination and extraordinary physical training to achieve special skills and skills in carrying out tasks as well as diving and underwater combat training, which was passed through many phases of education to become a superior soldier who must be applied according to the demands of the digital era.

Therefore, it is necessary to create a quality organization, especially with regard to science and technology in Kopaska education and training, where the profile of current and future human resources is expected to be able to master weapons technology, mastery in foreign languages, be professional in the task of amphibious operations, special operations, and additional operations.

In this research, the method used is SWOT and BORDA in the priority of Puskopaska development strategy. The strategy for developing the Navy's assignment and training system to produce soldiers who master technological weapons, this study explains the strategies needed to support organizational and HR development as well as mastery of weapons technology capabilities and are able to answer challenges in real-world assignments in the future. The SWOT and BORDA methods are used to provide

strategic analysis that can be used to plan development strategies.

2 LITERATURE REVIEW

2.1 Human Resources

Human resources are a core factor in an organization. Therefore, the management and development of human resources is very important for organizations (Krismiyati, 2017). Human resource management is carried out to develop and utilize all existing potentials to support the achievement of the desired organizational goals.

Human resource development is an important topic to be studied, considering that human resource development is an urgent aspect in an effort to increase the competitive advantage of institutions. institutional quality.

2.2 Organization

Organizations are seen as tools to help people meet needs. Efforts to create added value will be related to technology, innovation, and entrepreneurship factors. Organizations that have high entrepreneurship are organizations that are able to explore emerging opportunities and then organize and use resources to meet their goals..With the organization of work can be carried out effectively and efficiently.

2.3 Military Strength Development

The strength of the Indonesian Navy is built to be directed and organized to be able to carry out defense functions at sea in real in the field. From the three battlefield arrangements below, taking into account the financial capacity of the state, the final battlefield arrangement should be chosen as the direction of the development of the Indonesian Navy's strength. The concept of defense is essentially forward defense with the understanding that the enemy must be intercepted and destroyed outside the national territorial boundaries (Puspen TNI AL). Therefore, the defense battlefield is arranged in the following order:

- a. Defensive Field of Defense. The first line of defense is the area outside the ZEEI boundary line and the air layer above it.
- b. Main Defense Field. The second layer of defense area starts from the outermost boundary of the ZEEI to the outermost boundary of the territorial sea and the air layer

above it.

c. Final Battlefield. The third layer of defense area starts from the territorial sea and the territorial waters of the archipelago and the air layer above it.

2.4 Digital Technology Age

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2.5 Digital Technology Age

Digital technology is a tool that no longer uses manual human labor, but rather an automatic operating system with a computerized system or a format that can be read by computers and machines.

Technology is used to make human life easier. Technology has actually been around for a long time, it's just that in ancient times technology tended to be simple. Along with the rapid and rapid development of technology today, both in the fields of information, communication and so on, many things need to be updated so that this technological progress continues to be sustainable.

2.6 Development Strategy Theory

Strategy development of understanding etymologically, which is a derivative form of

the Greek word strategies, which means "military commander". While the meaning of the terminology is that which comes from experts suggesting that strategy has different meanings according to their respective points of view. In general, it has the same meaning and meaning, namely in order to achieve goals that are efficient and effective.

2.7 Strategic Management Theory

Strategic management is defined as the science or art of formulating, implementing and evaluating cross-functional decisions that enable an organization to achieve its goals. This definition implies, strategic management focuses on integrating management, marketing, finance/ accounting, production/ operations, research and development, and information systems to achieve organizational success. The term strategic management in this text is used synonymously with the term strategic planning. The latter term is more often used in the business world, while the former is often used in academia (David, 2011).

2.8 SWOT analysis

The SWOT analysis method is a technique commonly used in analyzing cases related to strategic issues (Hill, 1997). SWOT analysis is a tool that is generally used to analyze the internal and external environment in achieving a systematic approach and support for obtaining a decision.

Strengths and weaknesses are found in a company, while opportunities and threats are environmental factors faced by the company concerned. If it can be said that the SWOT analysis is a powerful instrument in conducting strategic analysis, the efficacy lies in the ability of the company's strategy makers to maximize the role of strength factors and take advantage of opportunities so that they act as a tool to minimize them.

2.9 BORDA Method

BORDA methods a voting method that can complete group decision making, where in its application each decision maker gives a ranking based on the available alternative choices, the selection process in the BORDA method, each voter is given an alternative choice. Suppose there are no candidate choices, the first candidate or alternative is given n points by the voter or decision maker.

The second candidate is awarded points n-1 and so on. Determination of the winner or the best alternative based on the highest points. The alternative with the highest score is the material for consideration that will be selected.

In the calculation of the number for the strength factor in no.1 obtained from a total of 10 respondents' answers, namely 45 (Table 4.8). Then the total number of answers 10 respondents from the strength and weakness factors is 930. The calculation of the weight of the strength factor in no.1 is obtained from the total answers of 10 respondents divided by the total number of answers, which is as follows: $\text{weight} = 45/930 = 0.0483$.

3. ANALYSIS AND DISCUSSION

3.1 IFAS Weighting

Table 1. Internal Strategy Factor Weighting Tabulation

No	INTERNAL FACTORS	TOTAL	WEIGHT	RATING	SCORE
S	STRENGTH				
1	Puskopaska has a vision and mission that is in line with the Indonesian Navy and an international equivalent training and assignment system	45	0.06	3.3	0.14
2	The vision and mission focus on achieving it following the development of marine technology and the assignment environment	44	0.06	3.2	0.13
3	Puskopaska's vision, mission and goals are still relevant to the national and international security system	37	0.05	3.4	0.12
4	The demands of facing the rapid and dynamic development of marine science and technology.	43	0.05	3.2	0.13
5	The objectives of the training and assignments are expected to be able to follow the development of marine science and technology and the strategic environment	43	0.05	3.4	0.14
6	Leadership is carried out in synergy between the central leadership and institutional support units	43	0.05	3.4	0.14
7	All trainings carry out complete quality assurance implementation activities and follow-up	42	0.05	3.5	0.14
8	The admission system adheres to the principles of openness, fairness and objectiveness to balance the ratio of soldiers and trainers	43	0.05	3.3	0.13
9	All TNI AL personnel of any corps have the opportunity to take part in the selection of prospective Kopaska soldiers	47	0.06	3.4	0.15
10	Puskopaska has a parenting pattern that fosters, trains and nurtures both academic and non-academic soldiers	42	0.05	3.5	0.14
11	The quality of soldiers have personality and character so they are able to carry out their duties well	42	0.05	3.6	0.14
12	Destroy underwater installations well to achieve the operation objective to immobilize the enemy	43	0.05	3.5	0.14
13	Carry out raids on ships that were hijacked by the enemy quietly and professionally	43	0.05	3.4	0.14
14	The quality of the training results has led to the development of marine technology	43	0.05	3.5	0.14
15	Support for checking training equipment and receiving training equipment from Dislitbangal and skilled personnel is adequate	40	0.05	3.5	0.13
16	Limited publication of training and assignments that contain elements of data confidentiality.	44	0.06	3.6	0.15

17	The hectic schedule of training and assignments affects the success of service activities for the country	33	0.04	3	0.09
	TOTAL	717	1.00	71.7	4.24
No	INTERNAL FACTORS				
W	WEAKNESS				
18	The DSP and Juker updates have not been carried out according to the current workload	28	0.07	2.8	0.19
19	Personnel performance is not optimal because the workload is not evenly distributed	29	0.07	2.9	0.20
20	The organizational structure of Puskopaska has not been effective because the number of officers, non-commissioned officers, and enlisted men and civil servants is not in accordance with the DSP	27	0.06	2.8	0.18
21	The number of coaches has not been fulfilled in the development of interests, talents and professions.	28	0.07	2.8	0.19
22	Lack of proficiency in foreign languages	28	0.07	2.9	0.19
23	Reduced budget from the APBN to support training and assignment activities	21	0.05	2.8	0.14
24	Weaponry development is not international based	25	0.06	2.8	0.17
25	Lack of frequency of training with other countries	27	0.06	2.8	0.18
	TOTAL	213	1.00	21.3	2.68
	TOTAL (s + w)	930			

Based on table 1 of the IFAS matrix above, it can be seen that the weight of the internal factor rating, where the weighting is carried out with the aim of knowing how much the factors influence or have an impact on the strategy factor itself. The weighting of the strategy factors in the table is obtained from the total strength score (Strengths) of 4.24 and the total score of weakness (Weakness) of 2.68 so that the overall total of internal factors is 6.92. The purpose of this rating is to provide a scale ranging from 4 to 1 based on these factors for Puskopaska development. The total score shows how the Puskopaska development reacts to its internal strategy

factors.

3.2 EFAS Weighting

In calculating the number for the Opportunities factor no. 1, it is obtained from a total of 10 respondents' answers, namely 47 (Table 4.9). Then the total number of answers of 10 respondents from the opportunity and threat factors is 529. The calculation of the weight of the opportunity factor in No.1 is obtained from the total answers of 10 respondents divided by the total number of answers, which is as follows: weight = $47/529 = 0.0888$.

Table 2. Tabulation of Weighting External Strategy Factors

No	EXTERNAL FACTORS	TOTAL	WEIGHT	RATING	SCORE
O	OPPORTUNITY				
1	Kopaska as a special soldier under the Indonesian Navy has the opportunity to increase the professionalism of soldiers in the field of global defense science and technology.	47	0.11	3.2	0.35
2	The existence of an organizational restructuring program in the ranks of the Indonesian Navy encourages the formation of the Right Sizing Organization	44	0.10	3.3	0.34
3	Cooperation with partners of defense agencies, the military and training and assignments at home and abroad	44	0.10	3.3	0.34

4	Vision and mission that is in line with the Indonesian Navy with an international level training and assignment system	38	0.09	3.4	0.30
5	Acceptance of prospective soldiers is a benchmark in building national security	42	0.10	3.4	0.33
6	Government programs support the modernization of defense equipment, right sizing and proportional growth policies	43	0.10	3.4	0.34
7	The increase in the budget for assignments received by the Navy.	43	0.10	3.4	0.34
8	A professional and respected soldier in the world	44	0.10	3.4	0.35
9	Established cooperation in the field of facilities and infrastructure with agencies in the Navy and other countries	43	0.10	3	0.30
10	The involvement of soldiers in the assignment of state security missions is quite high and the equipment used has fulfilled the requirements	43	0.10	3.6	0.36
TOTAL		431	1.00	33.4	3.34
No	EXTERNAL FACTORS	TOTAL	WEIGHT	RATING	SCORE
T	THREAT				
11	Procurement of training equipment that requires no small cost	23	0.23	2.7	0.63
12	At least the frequency of tasks and exercises that have an impact on the security and integrity of the Unitary Republic of Indonesia	26	0.27	2.8	0.74
13	Changes in the direction of Network Centric Warfare warfare and the content of advanced technology in defense equipment	24	0.24	2.8	0.69
14	The lack of advanced technological equipment will threaten the integrity and security of the Republic of Indonesia	25	0.26	2.6	0.66
TOTAL		98	1.00	10.9	2.73
TOTAL (O+T)		529			6.06

Based on table 2 of the EFAS matrix above, it shows that the weight rating of the external strategy factors for Puskopaska development is where the weighting is carried out with the aim of knowing how much the factors that influence or have an impact on the strategy factors themselves. The weighting of the strategic factors in the table is obtained from the total opportunity score of 3.34 and the total threat score of 2.73 so that the overall total of external factors is 6.06. The purpose of this rating is to

provide a scale from 4 to 1 based on these factors for Puskopaska development. The overall total score shows how the Puskopaska development reacts to external factors.

3.3 Recapitulation of Strengths, Weaknesses, Opportunities and Threats Calculation

The following is a recapitulation of the results of the SWOT analysis calculation:

Table 3. Recapitulation of Value Calculations, Internal and External

No	Description	Mark
1.	Internal factors Strength Weakness	4.24 2.68
2.	External Factors Opportunity Threat	3.34 2.73

Based on the results of the recapitulation in table 3. above, the overall strategy can be identified by using the best opportunities, trying to minimize weaknesses, using the level of strength as the main capital and suppressing existing threats, then the strengths are reduced by weaknesses and will become the X axis, then the opportunities are reduced. The threat will be the Y axis, below is table 3 and Figure 4 on the X and Y axes.

Table 4. Total IFE AND EFE

IFE	X	1.56
EFE	Y	0.61

3.4 SWOT Matrix

After determining the internal factors (strengths and weaknesses) and external factors (opportunities and threats), then determine the strategy for each aspect.

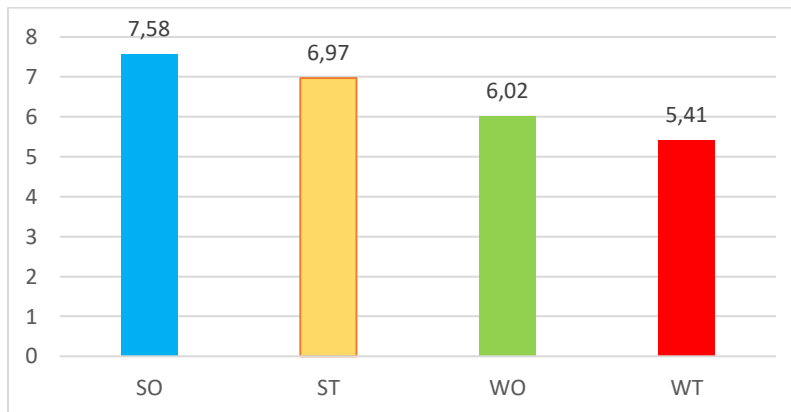


Figure 1. IFAS and EFAS Weighted Questionnaire Results

Figure 1 explains that SO is the highest result by using strength to take advantage of opportunities with a total weight of 7.58 then ST, namely using strength to avoid threats with a

weight of 6.97 then WO by minimizing weaknesses and avoiding threats with a weight of 6.02 and finally WT minimizing weaknesses and avoid threats with a weight of 5.41.

Table 4. Sequence of Alternative SWOT Strategies

Priority	Strategy	Value Weight
I	<i>Strengths – Opportunities</i>	7.58
II	<i>Strengths – Threats</i>	6.97
III	<i>Weaknesses - Opportunities</i>	6.02
IV	<i>Weakness – Threats</i>	5.41

3.5 Research Discussion

The development of Puskopaska in facing the development of marine science and technology and efforts to become professional soldiers cannot be separated from the existence of internal factors (strengths and weaknesses) as well as external factors (opportunities and threats). Training, coaching and assignment based on marine science and technology is Puskopaska's strength in carrying out its vision, mission and goals. There is a policy that supports

Puskopaska as an organizational institution within the Indonesian Navy

The stages of Puskopaska development in its achievement strategy are generally carried out in a strategic plan (Renstra) which is divided into a five-year strategic plan. The first year or the first phase is the stage of developing the basic foundation. At this stage, it is hoped that conditions will be created where the Kopaska training program is carried out regularly and then the addition of international standard trainers so that this also supports the government's program

to improve the quality of human resources towards professional soldiers to protect the

Unitary State of the Republic of Indonesia. tradition to carry out its vision and mission.

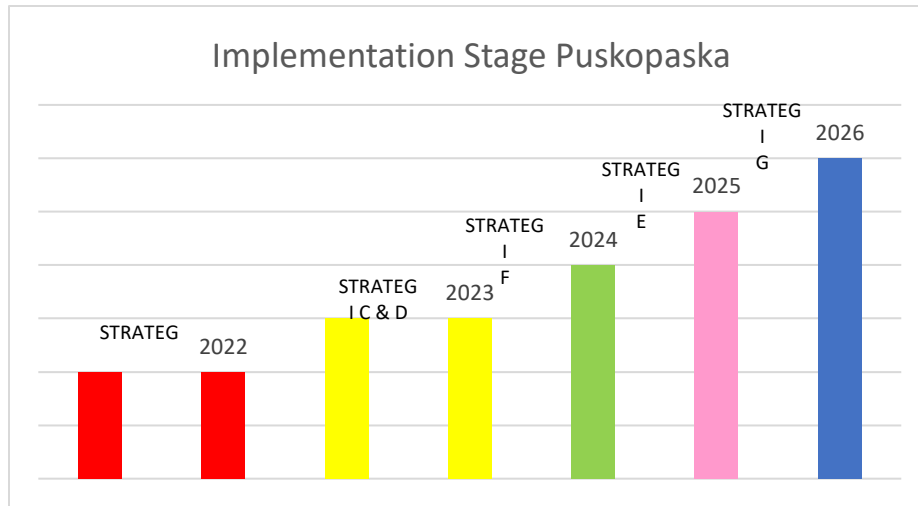


Figure 2. Puskopaska Implementation Stage Plan



Figure 3. Road Map for Puskopaska Development

From Figure 3 above explains the strategic Road Map from 2022 – 2026 starting from strategy B, A in 2022 in the first year for one year, then strategy C, D in 2023 in the second year for one year, strategy F in 2024 in the year 20 three, strategy E in 2025 in the fourth year and finally implementing strategy G for one year in the fifth year.

Based on the picture above, it is also explained about the planned stages of implementing the Puskopaska development strategy, namely using one strategic plan with a period of five years or 60 months. Furthermore, as a stage plan and road map for the development of the Puskopaska, the implementation of the strategy is shown by graphs in Figures 11 and 12.

4. CONCLUSIONS AND SUGGESTIONS

4.1 Conclusions

Based on a series of data processing, scenario preparation and analysis of research results, some conclusions can be drawn as follows:

a. Factors that influence the development of puskopaska are divided into 2 categories of factors, namely internal and external:

1) Internal factors are divided by Strengths which consist of 17 (Seventeen) criteria and Weaknesses (Weakness) 8 (Eight) criteria based on the questionnaire.

2) External factors are divided by Opportunities consisting of 10 (ten) criteria and Threats (Threats) 4 criteria.

b. The formulation of the Puskopaska development strategy was obtained from a SWOT analysis which was divided into 4 alternative strategies, including the SO strategy, 3 (three) strategies, ST strategy, 1 strategy, WO strategy, 2 (two) strategies, and the WT strategy, 1 strategy.

c. After knowing the chosen strategy, a Road Map for the development strategy of 7 (seven) sub-strategies is made using the Quantitative Strategic Planning Matrix (QSPM) matrix. then ranked using the BORDA method for determining the order of priority of the SO sub-strategy in Puskopaska development, so that the element classification and sector classification of the SO strategy elements are 3 (three) hierarchical structures.

4.2 Suggestions

Based on the results of the research that the author has done, there are several inputs in improving and developing this research in the future, namely:

a. It is hoped that there will be organizational restructuring or the administration and management of Puskopaska in order to realize the Right Sizing Organization, namely by evaluating or updating the workload calculation for each workload at Puskopaska using the WLA (Work Load Analysis) method. and also, Nasa TLX for equal distribution of workloads in each unit and knowing the number of human resources needed by each unit according to its workload. Considering the current condition, there is still overlapping of jobs and positions.

b. In this study, we have not discussed the implementation analysis of the chosen strategy, namely using the workload calculation analysis (WLA) and nasa TLX and the plan for the evaluation of the strategy, as well as calculating the risk of the impact of the Puskopaska development strategy policy, so that future research needs to discuss this.

c. Suggestions for further research is to add the number of respondents to make it more varied, namely user respondents so that it can be further developed to determine the interval model or limit how far the priority weights of the criteria are lowered and increased, causing a change in the strategic priority order.

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