

Original Research Article

Human Resource Management in Air Squadron 32 Operations

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Article History

Received: 09.06.2025

Accepted: 17.07.2025

Published: 19.07.2025

Journal homepage:

<https://www.easpublisher.com>

Quick Response Code



Abstract: As the challenges facing the Indonesian National Armed Forces are increasingly complex, operational capabilities are needed to address these challenges. Air Squadron 32, as a unit under the auspices of the Indonesian National Armed Forces Air Force, is required to carry out all tasks, missions, and operations well. The purpose of this study is to describe and analyze the implementation of human resource management in the operations of Air Squadron 32, as well as the factors that encourage and hinder the implementation of human resource management in the operations of Air Squadron 32, in Presidential Regulation of the Republic of Indonesia Number 99 of 2020 concerning Vaccine Procurement and Vaccination Implementation in the Context of Overcoming the Coronavirus Disease 2019 (Covid-19) Pandemic. The method used is qualitative, with data collection techniques through observation, interviews, and documentation. In this study, the informants were the Commander of Air Squadron 32, Kasiops, Danflightops B, and Dan Flightops C. Information in this study is from Air Squadron 32 personnel with authority in operations and personnel management. The analysis used interactive data analysis. The results of this study indicate that one of the obstacles encountered during the pandemic was the absence of personnel due to exposure or quarantine, hindering operations. Human resource management is necessary to optimize operational results. Implementing human resource management has a positive impact. To achieve optimal results, policies related to human resource management must be implemented effectively and efficiently. Factors that hinder and encourage implementing human resource management include the competency, capabilities, and quantity of available personnel.

Keywords: Human Resources Management, Logistics Operations.

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INTRODUCTION

Facing the challenges of the Industry 4.0 era in various fields requires adopting all developments, especially those related to the adoption of digital technology. However, embracing technology has not improved company/organizational performance. Investment in technology provides only a limited competitive advantage [1], stated that machines don't do anything; humans do. Consequently, investment in human resources cannot be postponed to create an organization with sustainable and difficult-to-imitate competitiveness. Based on the cliché, "People are the most important asset," it turns out that it is still not internalized in many organizations. This could be due to a lack of understanding of its meaning, or the people tasked with implementing it don't know how to begin.

Even though implementation is underway, the company's cultural and historical inertias slow down

change [2], value chain approach still positions human resource management as a supporting activity. Therefore, the extent to which human resource management can fulfill its primary role depends on how much it can contribute value to the development of sustainable competitive advantage. This paper explores concepts related to optimizing human resource functions. The presentation begins by integrating strategic planning and human resource functions as the initial step in a competitive strategy. It continues with how to choose effective integration while considering environmental content. It also outlines competitive strategy using Porter's approach and how to maintain a sustainable competitive advantage through effective human resource management.

A competitive strategy based on properly managing all personnel, including non-commissioned officers, enlisted personnel, civil servants, and honorary personnel, will maintain a competitive advantage. This

advantage is not merely temporary, but rather a sustainable one. This will reinforce the importance of effectively managing human resources through strategic management practices. Optimizing human resource functions to create a sustainable competitive advantage is the challenge [3]. To optimize the function of human resources, one of the influential factors is the work environment. Related to the work environment or what is often called organizational climate, it is the characteristics or traits that are felt to exist in the organization and arise from organizational activities, which are carried out consciously or not, and considered to influence subsequent behavior [4], concluded that an authoritarian work environment or organizational climate with centralized decision-making, where standard rules and procedures mainly determine worker behavior, will lead to low productivity and produce very little job satisfaction. On the other hand, a family-like work environment emphasizing good interpersonal relationships among workers typically leads to high job satisfaction, positive attitudes toward the workgroup, and significant creative behavior. An achievement-oriented work environment, where the emphasis is placed on achieving goals, fosters creative behavior and high productivity. An achievement work environment also results in high job satisfaction, positive group attitudes, and high levels of achievement motivation.

A work environment that prioritizes workers with open communication, mutual support, and decentralized decision-making typically leads to increased work performance, reduced employee turnover, reduced production costs, and shorter training/education times. Thus, the best work environment for both production and job satisfaction usually emphasizes employee performance and consideration. Compelling employee/subordinate motivation has become the most critical and difficult management task [5]. Success in motivating subordinates will be even more difficult due to the increasing challenges of subordinate and job diversity. When discussing motivation at work, three things need to be considered: what provides energy for human behavior, what directs the channels of that behavior, and how this behavior exists and continues.

Air Squadron 32, as a Unit under the auspices of the Indonesian National Armed Forces Air Force, must carry out all tasks, missions, and operations well. This will undoubtedly be interrelated between human resource management, work environment, and work motivation for its members. As stated in the Law of the Republic of Indonesia Number 34 of 2004 concerning the duties and functions of the Air Force [6], namely carrying out the duties of the Indonesian National Armed Forces air force in the field of defense, enforcing the law and maintaining security in the airspace of national jurisdiction by the provisions of national law and ratified international law, carrying out the duties of the Indonesian National Armed Forces in the construction

and development of air force forces; and carrying out the empowerment of air defense areas.

The objectives of this research are as follows: To describe and analyze the implementation of human resource management in the operations of Air Squadron 32 based on Presidential Regulation of the Republic of Indonesia Number 99 of 2020 concerning vaccine procurement and implementation of vaccination in the context of pandemic management, coronavirus disease 2019 (COVID-19) [7]. To describe and analyze the factors that encourage and hinder the implementation of human resource management in the operations of Air Squadron 32 based on Presidential Regulation of the Republic of Indonesia Number 99 of 2020 concerning Vaccine Procurement and Implementation of Vaccination in the Context of Pandemic Management, Coronavirus Disease 2019 (COVID-19).

The results of this research are expected to benefit society in general. These benefits can be divided into theoretical and practical benefits. This research is expected to broaden researchers' understanding of organizational management practices, particularly the relationship between human resource management and other practices. It will also serve as comparative material and a valuable literature collection for Merdeka University Malang. This research is expected to contribute positively to the agencies or units involved. It can also serve as evaluation material for the relevant agencies or units.

LITERATURE REVIEW

According to [8], policy is a written rule that is a formal decision of an organization that is binding and regulates behavior to create a new value system in society. Policy will be the primary reference for members of the organization or members of society in their behavior. Policies are generally problem-solving and proactive. In contrast to laws and regulations, policies are more adaptive and interpretive, although policies also regulate "what is allowed, and what is not allowed." Policies are also expected to be general without eliminating specific local characteristics. Policies must provide opportunities for interpretation according to existing particular conditions [9], defines public policy as whatever the government chooses to do or not do. This definition implies that government agencies and not private entities make public policy; public policy concerns the choices that must be made or not done by government agencies [10], policy is a fixed decision characterized by consistency and repetition of behavior from those who comply with the decisions. By giving rewards and sanctions. Policy is a technical, rational, and action-oriented instrument to solve problems. Policy is a blueprint for actions that direct and influence the behavior of many people affected by the decision. Policies are deliberately formulated and designed to make the behavior of many targeted people patterned according to the sound and formulation of the

policy. Implementation means understanding what happens after a program is declared effective or formulated. The focus of attention on policy implementation is the events and activities that arise after the ratification of state policy guidelines, which include both efforts to administer and to cause real consequences/impacts on society or events [11].

RESEARCH METHODS

The design used in this study is descriptive [12], states that qualitative descriptive research aims to describe and depict existing phenomena, both natural and human-engineered, which pays more attention to the characteristics, quality, and interrelationships between activities. Another consideration for using this method is that the problems and facts found will be more appropriate using qualitative methods because the data obtained is qualitative, not mathematical calculations, so that the results of research on a phenomenon that is expected can be revealed clearly and in depth.

This research was conducted concerning Presidential Regulation of the Republic of Indonesia Number 99 of 2020, which regulates vaccine procurement and vaccination implementation in response to the COVID-19 pandemic. In this context, it is essential to understand how human resource management can be implemented to support air squadron operations during the pandemic. This research will be conducted at Air Squadron 32, at Abd Saleh Air Base in Malang, East Java.

Data analysis is conducted throughout the data collection process until its completion. Data is collected from various sources, including observation and interviews. This data collection can be done by recording written data or by creating field notes on any data obtained during the research. Field notes contain information about what the researcher saw, heard, witnessed, experienced, and found during the study. This is expected to facilitate understanding of the informant's intentions. In addition, field notes help add to and refine the data obtained by informants in the research.

RESULTS AND DISCUSSION

Air Squadron 32, known as Skadud 32, is a heavy transport squadron under the control of Air Wing 2, headquartered at Abdul Rachman Saleh Air Base, Malang Regency, East Java. This squadron was formed based on the Decree of the Minister/Commander of the Air Force Number 50 on July 20, 1964. Initially, Air Squadron 32 was equipped with C-32 aircraft. 130 B 130B The Hercules is part of the Indonesian Air Force's efforts to enhance its strategic air transport capabilities, enabling it to conduct various air operations efficiently. The Covid-19 pandemic is the second pandemic that has occurred in the hundred years of human history, so airlift operations amid this pandemic are the first experience for Air Squadron 32.

Of course, this is a means of increasing capabilities in supporting Military Operations Other Than War. The issuance of presidential regulation of the republic of indonesia number 99 of 2020 concerning vaccine procurement and implementation of vaccination in the context of overcoming the coronavirus disease 2019 (COVID-19) Pandemic is one of the large-scale distribution operations carried out by Air Squadron 32. Vaccines are medical items that require special handling, so the involvement of Air Squadron 32 in logistics distribution operations can develop operations and capabilities.

One of the challenges faced during this pandemic is the absence of personnel due to exposure or quarantine, which hinders operations. Human resource management must be implemented to optimize operational results. Implementing human resource management can bring about significant change. To achieve optimal results, policies related to human resource management must be implemented effectively and efficiently. The functions of human resource management can be described as follow [13]. In general, the strategic objective of human resource planning is to identify the need for and availability of human resources.

Furthermore, it also aims to develop programs to minimize deviations based on individual and organizational interests. To achieve this objective, job analysis is necessary, namely describing and recording positions/jobs based on job descriptions that include tasks, goals, responsibilities, working conditions, and characteristics. After that, a job specification is created that describes the skills, knowledge, abilities, and personality required by individuals to carry out certain types of positions. In the operational Air Squadron 32, the planning needs are based on the number of personnel required for each flight sortie.

After planning for the needs, the next step is to meet the workforce needs according to the type of work, number, and personnel characteristics required. Activity: The main functions of procurement include recruiting prospective workers, selecting prospective workers according to the work and characteristics of the workers needed, and assignment placement/assignment staff. Procurement and recruitment. This ensures the personnel participating in the operation are adequately ready. Suppose the number of personnel is insufficient, and the quantity and quality of available personnel do not meet minimum standards and requirements. In that case, a proposal is made to the High Command to transfer or recruit new personnel.

The implementation of this resource management is by restructuring the involvement planning. Personnel in operation are based on developing the existing situation, carrying out procurement, and recruiting special personnel who will go on operations [14]. Understanding implementation can be linked to a

regulation or policies oriented towards the general public's or society's interests. A policy will be sent with the benefits once the policy has been implemented. A policy program from the Commander of Air Squadron 32 outlines this form of human resource management implementation.

The word to implement comes from the Latin "to implement" implementation" From the origin of the word "impere" it means "to fill up", "to fill in" which means to fill fully, to complete, while "plere" means "to fill", which means to fill. Furthermore, the word "to implement" is meant as: "to carry into effect, to fulfill, to accomplish. To provide the means for carrying out or fulfilling, to gift practice effect, and to provide or equip with an implement. First, implementing means "to bring to a result (result), to complete and complete." Second, implementing means "to provide the means (tools) to carry out something, to provide practical results for something." Third, to implement means to provide or equip with tools.

Meanwhile, according to Horn, "implementation means actions carried out by individuals/officials or government or private groups directed at achieving goals." These goals have been outlined in the policy." [15]. Several facilities and infrastructure have been prepared to support implementing human resource management. These facilities and infrastructure include systems and programs developed to anticipate environmental conditions during the COVID-19 pandemic. The condition of the facilities and infrastructure aims to increase motivation and create a safe work environment during the COVID-19 pandemic. Sources of motivation are divided into two: sources of motivation from within and sources of motivation from outside.

Intrinsic motivation is the motivation that becomes active or functions without needing external stimulation, because every individual already has the drive to do something within them. That is why intrinsic motivation can also be a form of motivation; activities are initiated and continued based on an internal drive and related to learning activities. Extrinsic motivation is an active motive that functions because of the existence of stimulation from outside. Extrinsic motivation is also a form of motivation in which activities are initiated and continued based on external impulses unrelated to the individual.

Completing a job is closely related to the good condition of the workspace because a good workspace can provide comfort and peace of mind for employees when completing tasks. The workspace condition in Air Squadron 32 is critical to support employee performance and productivity. A good workspace can create a comfortable, safe, and efficient environment for employees to complete tasks. Here are some aspects that

need to be considered in the condition of the workspace in Air Squadron 32:

Workspace design should consider ergonomics and function. A well-designed workspace will facilitate employees' daily activities. For example, arranging desks and chairs appropriate to their height can prevent health problems such as back or neck pain. Adequate lighting is crucial for improving concentration and reducing eye fatigue. Air Squadron 32's natural lighting should be maximized through large windows or skylights. In contrast, artificial lighting should utilize lamps that are not dazzling and have an appropriate color temperature to avoid distracting employees.

Good ventilation ensures optimal air circulation, reducing the risk of respiratory illnesses caused by dirty or humid air. A mechanical ventilation system or opening windows can help maintain fresh air quality. Cleanliness of the workspace is also a crucial factor in creating a comfortable work environment. Workspaces should be regularly cleaned of dust, trash, and unused items to prevent disruption to employee activities. Furthermore, organizing the storage of documents and equipment also helps improve efficiency. Supporting facilities such as break rooms, clean restrooms, and access to drinking water also contribute to employee comfort. Comfortable break rooms allow employees to take a break before resuming work.

Modern technology and adequate work equipment are essential to support productivity in Air Squadron 32. High-spec computers, the latest software, and practical communication tools will facilitate employee collaboration. The workplace's social environment also affects the workspace's overall condition among employees. Good leadership can create a positive atmosphere where everyone feels valued and motivated to work together to achieve common goals. By paying attention to all these aspects, the working conditions in Air Squadron 32 can be improved to support employee comfort and peace of mind in completing tasks effectively.

At Squadron 32, sufficient work equipment, while keeping up with modern technology, significantly supports employee job completion. Optimal use of contemporary equipment enhances employee effectiveness. Here are some essential aspects of the required work equipment: Air Squadron 32 must be equipped with the latest aviation tools and equipment. These include combat and support aircraft, which use the newest technology to ensure optimal combat capability; maintenance equipment, which consists of maintenance tools such as diagnostic machines, measuring instruments, and sophisticated aircraft maintenance software that can assist technicians in maintaining aircraft efficiently.

Modern information systems are essential for coordination and communication between squadron members. These include flight management systems, software that assists in mission planning, aircraft tracking, flight data analysis, and digital communications, which use digital radio and satellite communication systems to ensure clear communication between pilots, technicians, and command. Employee training is also part of the supporting work equipment. With: Flight Simulators: Advanced simulators allow pilots to practice in various conditions without risk; and E-Learning Platforms: Online learning platforms to continuously improve employee technical skills.

Physical facilities also play an essential role in supporting the work at Air Squadron 32: Modern Hangar: A hangar with complete facilities for aircraft maintenance and a comfortable workspace for technicians; and Meeting and Briefing Room: A room equipped with the latest presentation technology for strategic meetings. Work equipment must consider safety aspects, such as personal protective equipment. The availability of personal protective equipment, such as helmets, ear protection, and safety shoes, is crucial to protect employees when working in high-risk environments. Data security systems require cybersecurity to protect sensitive data related to military operations.

It is crucial for Air Squadron 32 to continuously innovate by keeping up with the latest technological developments in the defense industry: research and development. Investing in research and development to find new solutions in flight operations, and partnerships with the technology industry: Collaborating with leading technology companies to integrate the latest innovations into daily operations. With all this equipment, Air Squadron 32 can increase its employees' effectiveness and ensure they are better prepared to face challenges in the field.

These indicators will serve as the foundation for Air Squadron 32 to develop and shape a work environment that supports motivation and the implementation of human resource management. Presidential Regulation of the Republic of Indonesia Number 99 of 2020 [7], concerning Vaccine Procurement and Vaccination Implementation in the Context of Handling the Coronavirus Disease 2019 (COVID-19) Pandemic is an emergency policy implemented amidst the COVID-19 pandemic. Implementing this policy is in the form of support from several agencies deemed capable.

This policy focuses on vaccine procurement and vaccination as a strategic measure to protect public health and restore socio-economic conditions in Indonesia. In emergencies such as a pandemic, this policy is crucial to ensure widespread and rapid vaccine access for all levels of society. The COVID-19 pandemic

has significantly impacted public health, the economy, and social life worldwide, including Indonesia. With the increasing number of positive COVID-19 cases, the Indonesian government must take more decisive steps to address this crisis. One key step is to procure effective and safe vaccines for public use.

The implementation preparation process involves several essential aspects: preparing resources, units, and methods; translating policies into acceptable and enforceable plans and directives; and providing services, payments, and other matters routinely. From the perspective of the third group, there are four policy implementation paradigms, as follows low conflict-ambiguity. When conflict and ambiguity are low, implementation tends to be administrative. This means that all parties involved clearly understand the goals, procedures, and expected outcomes. In this context, decisions can be implemented efficiently without significant uncertainty or disagreement.

High conflict-ambiguity-low. When conflict is high but ambiguity remains low, implementation will be political. In this case, even though all parties clearly understand the goals and processes, individuals or groups have substantial differences of interest. Often involves intensive negotiations and may require compromise to reach an agreement. High conflict-ambiguity. In situations where both conflict and ambiguity are high, implementation becomes symbolic. Here, there is considerable uncertainty about the ultimate goal and how to achieve it, and different parties may have very different views on what should be done. This often results in symbolic rather than concrete action.

Low conflict-ambiguity high when conflict is low but ambiguity is high, the implementation approach is experimental. In this case, even though there is no significant disagreement between the parties involved, there is still uncertainty about achieving the best outcome. Therefore, an experimental approach allows for trialing various methods or strategies before settling on one as the norm. Based on this theory, the implementation of the policy of Presidential Regulation of the Republic of Indonesia Number 99 of 2020 [7], concerning Vaccine Procurement and Implementation of Vaccination in the Context of Overcoming the Pandemic Coronavirus, Pandemic Coronavirus The 32nd Air Squadron is supporting the response to the COVID-19 pandemic through the preparation of resources, units, and methods. These resources include equipment and personnel.

The units used are defense equipment using transport aviation methods. Human resource management is utilized in preparing personnel resources due to several factors and conditions, such as several personnel being exposed to COVID-19 and requiring quarantine. There are several functions of implementing human resource management, including planning,

organizing, implementing, and monitoring. Planning is carried out by Air Squadron 32 based on considerations and input, as well as evaluation results, and organized based on the existing bureaucratic structure so that it can run effectively and efficiently. Implementation is the application of human resource management in various aspects, including personnel development planning.

At the same time, supervision will be related to the indicators that have been set, so that the level becomes the basis for seeing the results of the implementation of an operation. Implementation: Human resource management within Air Squadron 32 impacts operations and operational implementation with optimal results. This impacts the implementation of Presidential Regulation of the Republic of Indonesia Number 99 of 2020 concerning vaccine procurement and vaccination implementation in the context of pandemic response. Coronavirus disease 2019 (COVID-19) is the implementation of policies that receive optimal support from Air Squadron 32.

Some things encourage and hinder the implementation of human resource management in the operations of Air Squadron 32, which aims to support the implementation of the policy of Presidential Regulation of the Republic of Indonesia Number 99 of 2020 [7], concerning Vaccine Procurement and Implementation of Vaccination in the Context of Pandemic Management. Coronavirus Disease 2019 (Covid-19). Several factors influence human resource management within Air Squadron 32, including: Competence and capabilities of personnel. There are differences in the competencies and capabilities possessed by each personnel, so the selection and assignment must consider the combination and composition of personnel based on their competencies and abilities. The number of personnel in each corps and the number of officers.

Because certain tasks can only be performed by specific corps, there are rules or standard operating procedures that must be followed regarding the minimum number of personnel in each corps and specific qualification levels. The number of personnel declared healthy and free from COVID-19. Personnel deemed fit to participate in operations are considered and serve as a database for implementing human resource management. Personnel: Those who must undergo quarantine due to a positive or reactive COVID-19 test result. Personnel who test positive or are reactive will undergo quarantine procedures and cannot participate in operations for a specified period.

Competence, ability, and the quantity of available personnel hinder and encourage the implementation of human resource management. Competence is the fundamental characteristic of individual behavior related to effective benchmark criteria and/or superior job performance. Competence consists of five factors, namely: Motivation is something

that somebody consistently thinks about so that they take action. Spencer added that motives are "drives, directs, and selects behavior toward certain actions or goals and away from others." For example, someone with achievement motivation consistently develops goals that challenge themselves and takes full responsibility for achieving those goals, expecting some feedback to improve themselves.

Air Squadron 32 personnel are strongly motivated to carry out their duties, influenced by several key factors. The following are some of the motivational aspects of these personnel: Every member of Air Squadron 32 demonstrates a strong commitment to their duties and responsibilities. This is evident in their dedication to maintaining the security and sovereignty of Indonesian airspace. This commitment extends not only to the execution of daily tasks but also to their readiness to face any challenges that may arise during operations.

Teamwork is highly emphasized in Air Squadron 32. Personnel are taught to communicate and coordinate effectively, so each individual feels like an essential part of the team. This collaborative spirit fosters mutual trust and support among members, strengthening motivation to perform better. The 38th anniversary celebration emphasized the importance of self-development. Through various activities such as physical movement and singing, personnel were encouraged to continuously recognize their abilities and strive to develop into better individuals. This created an environment where everyone feels motivated to learn and improve skills.

Awards for individual and team achievements also serve as a motivating force for Air Squadron 32 personnel. In his remarks, the Squadron Commander expressed his gratitude for the contributions of his members, demonstrating that recognition for hard work is highly valued. Personnel are taught to work with high integrity and credibility, core values in carrying out their duties as members of the Indonesian Air Force. Embracing these values motivates them to perform their duties well and builds public trust in the military institution.

The work environment at Air Squadron 32 is designed to support its personnel's mental and physical well-being. With motivational guidance from external sources like Dr. Umi Dayati and support from squadron leaders, personnel feel cared for and encouraged to reach their full potential. Thus, the motivation of Air Squadron 32 personnel comes from a combination of commitment to duty, team spirit, self-development, appreciation for achievement, integrity values, and the support of a positive work environment. Character traits that determine how people behave or respond to things in a certain way. Examples include self-confidence, self-control, fortitude, or resilience. The personnel of Air Squadron 32 at Abdulrachman Saleh Air Force Base

possess several character traits and values that are crucial in carrying out their duties.

Attitudes and values. Attitudes and values are measured through a test conducted on respondents to determine a person's values and what motivates them to do something. Personnel from Air Squadron 32 at Abdulrachman Saleh Air Force Base, Malang, demonstrate attitudes that reflect professionalism and dedication in carrying out their duties. With these attitudes, Air Squadron 32 personnel can carry out their duties well and contribute positively to the image of the Indonesian Air Force as a whole.

The information a person possesses in a particular field. Knowledge is a complex competency. Knowledge tests measure the participant's ability to choose the most correct answer, but not the most accurate answer. Can see if somebody can perform work based on their knowledge. The personnel of Air Squadron 32 at Abdulrachman Saleh Air Force Base possess various knowledge and skills crucial to supporting their duties and functions as part of the Air Force. With this combination of technical knowledge, managerial, professional ethics, and interpersonal skills, Air Squadron 32 personnel are ready to face challenges in the field and contribute to the success of the Indonesian Air Force's missions.

The ability to perform a specific task, both physically and mentally. Air Squadron 32 personnel possess various capabilities critical to supporting strategic and tactical airlift operations. Of the five dimensions of competence, the following is a discussion of the competence of Air Squadron 32 personnel: Task skills refer to the technical abilities required to complete specific tasks. In the context of Air Squadron 32, this includes skills in operating aircraft, performing aircraft maintenance and upkeep, and implementing safe flight procedures. Personnel must possess in-depth knowledge of avionics systems, aircraft mechanics, and flight safety procedures. Ongoing training and certification are also essential to ensure that all team members have up-to-date skills aligned with developments in aviation technology.

Task management skills include planning, organizing, and executing tasks efficiently. In Air Squadron 32, this means managing flight schedules and prioritizing aircraft maintenance tasks based on urgency and available resources. Good time management is crucial in a military environment where punctuality can directly impact the mission. Personnel must be able to work in teams to ensure that all aspects of operations run smoothly and according to plan.

Contingency management skills relate to dealing with emergencies or unexpected situations. In military aviation, severe weather or technical malfunctions can occur anytime. Air Squadron 32 personnel must be trained to respond quickly and

effectively to such emergencies. This includes quick and accurate decision-making and adapting to changing situations without losing focus on safety. Job role environment skills involve understanding the specific work environment in which personnel operate. At Air Squadron 32, this means understanding the military's organizational structure, teamwork culture, and inter-unit communication protocols.

These skills are essential for personnel to collaborate effectively with their peers and understand the hierarchy of command in operational situations. Skill transfer is applying acquired skills from one context to another. In this regard, Air Squadron 32 personnel must be able to take experiences from previous training or missions and apply them to new or different situations. For example, a pilot trained in a particular aircraft type may need to adapt their skills when switching to another aircraft model or facing missions in a different battlefield.

By holistically considering these five dimensions of competency, the effectiveness of personnel in Air Squadron 32 in carrying out their duties well and meeting the high standards required in modern military operations can be assessed. Military personnel develop competencies and abilities through various development processes, from training to assignment within a unit. Personnel's skills and competencies can be divided into physical and intellectual. Human resource management involves development planning to ensure that personnel competency and ability gaps are avoided, ensuring that limited personnel availability does not significantly impact operational outcomes. Anticipatory measures must address driving and inhibiting factors to ensure effective and efficient human resource management implementation. Implementing human resource management in Air Squadron 32 ensures personnel possess the necessary skills and competencies to carry out their duties effectively.

CONCLUSION

From the results of the analysis and discussion of the problems that have been explained previously, several conclusions can be drawn as follows: One of the challenges faced during this pandemic is the absence of personnel due to exposure or quarantine, which hinders operations. Human resource management is essential to maintaining optimal operational results. Implementing human resource management can have a transformative impact. To achieve optimal results, policies related to human resource management must be implemented. Implemented effectively and efficiently.

Implementation of the policy of presidential regulation of the republic of indonesia number 99 of 2020 concerning vaccine procurement and implementation of vaccination in the context of pandemic management, coronavirus disease 2019 (COVID-19) received support from Air Squadron 32

through the preparation of resources, units, and methods.

a. Human resource management is used to prepare personnel resources due to several conditions, such as several personnel being exposed to COVID-19 and undergoing quarantine. The communication used is a two-way communication system. Structurally, the implementation of aid logistics distribution operations is under the command of the Indonesian National Army headquarters. The things that hinder and encourage the implementation of human resource management are the competence and capabilities and the quantity of personnel available.

In optimizing the implementation of human resource management in the operations of Air Squadron 32, there are several recommended suggestions as follows: Evaluation efforts are made so that in the future, the implementation of human resource management can improve the operations of Air Squadron 32 in carrying out Military Operations Other Than War. Procurement of supporting infrastructure is carried out. Training and education were provided to Air Squadron 32 personnel to improve their competence and qualifications so that they could be evenly distributed.

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Cite This Article: Sony Bastian Butar Butar, Agus Sholahuddin, Rooswidjani (2025). Human Resource Management in Air Squadron 32 Operations. *East African Scholars J Econ Bus Manag*, 8(7), 257-264.
