

## **The Professionalism on Indonesian Navy Vessel's officer**

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**Abstract:** *The purpose of the research is to establish the Reality Descriptions about the Professionalism on Indonesian navy vessel's (KRI) officer. The data analysis was revealed through and based on the discovered data about ship accident. This research is used qualitative approach method with case study as the research methodology. The researcher describes the professionalism of Indonesian navy vessel's officer in detailed toward the skill and responsibility. As the result, ship accident happens because of the officer decision which does not depend on conceptual skill, misunderstanding in order applying the concept and lack of proper interaction (communication) among the crew. In addition, this research is finding that specific skill is not the only criteria that must be had by a professionalism commissioned officer, but also there is an important criterion as a professionalism officer that is responsible.*

**Keywords:** *Professionalism, KRI, Officer, Skill, Responsibility.*

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### **I. Introduction**

As a maritime country, Indonesia has more than 17.504 islands with marine capacious 5,8 million km<sup>2</sup> and sea line 95.181km<sup>2</sup> (Rizanny, 2017), this condition makes Indonesia as the center of gravity in the Asia Pacific. As a result, the ocean between the islands become an important track in national or international voyage expedition.

In order to keep the tranquility of Indonesian overseas territories and the safety of voyage and economy activity, the Indonesian navy must be powerful. Indonesian Navy is one of state organization that has the duty. In accordance with law number 34 in 2004 about Indonesian Navy, the duty of Indonesian Navy is a military duty in maintain law and keep the tranquility of all Indonesian national overseas jurisdiction and Indonesian Navy diplomatic duty (Rizanny, 2017).

*Huntington (2000)* states that the modern commissioned officer corps is a professional body and the modern military commissioned officer is a professional man. It means that only the soldier who has commissioned officer qualification will be called as a professional military (Effendy, 2013). KRI commissioned officer is a manager of violence that is organizing, planning, and directing the source from personnel, equipment, and armament in KRI (Magenda, 2000). In addition, it is classified into some of the department; operation, machine, electronic, and logistic. The classification of duty and authority that is arranged in a hierarchy with another specialization.

Generally, professionalism is a combination of competence and responsibility. A professional is an expert in the given field, a person who has competence and accomplishment in his work.

The professional responsibility of Indonesian Navy Vessel (KRI) commissioned officer is a duty for a professional military as his responsibility personnel, material, and procedural in order to anticipate and to response every risk or threat.

In 2016, there are 17 times KRI accidents and 16 times in 2017. The accident is caused by several factors, that is; nature condition, technical error, voyage condition, several factors that are related to the ship, and human error. Similarly, from 2016-2017 the accidents are related with commissioned officer professionalism, that is; a decision that has been made is not based on the conceptual skill, miscommunication, ability in applying technical skill and respond the mandate. As a result, the researcher is interested in the issues about the professionalism of KRI commissioned officer.

### **II. Theoretical Framework**

Professionalism in military competence always focused on the knowledge as the main duty or as a soldier profession. *The main point of professionalism is a distinctive expertise and efficiency in execution of expertise (Trim, 2003)*. So, the keywords from professionalism are competence or skill. Professionalism is people who already expert in their field. *Professionalism demands demonstrable competence and indeed*

excellence in a given field (Trim, 2003). Competence is the main key to leadership and as the investment that is continuing in knowledge and competence development.

Donald Bletz states that "the military professionals defined simply as the career commissioned officer who devotes himself to the expertise, responsibility, and corporateness of the profession of arms" (Sarkesian, 1981). Moreover, Huntington explains 3 characteristics of professionalism, that is; *the distinguishing characteristic of a profession as a special type of vocation are its expertise, responsibility, and corporates* (Huntington, 2000).

Professionalism in military competence always focused on the knowledge as the main duty or as a soldier profession. A commissioned officer can be said as a professional if the professional is showing from his character, attitude and habit that appear from self-expression which is including of two elements; competence and responsibility.

## **1. Competence**

Competence is a skill or knowledge in the given field. The competence of commissioned officer is needed for performing their duty in relation to the duty from the state in the marine field. The leadership competence is a complex concept, therefore, the expert must be evaluated this problem from several sides. Katz identifies 3 kinds of competence model that must have for a leader; conceptual skill, humanity skill and technical skill (Katz, 2009).

Mann's conclusion in his research which is evaluated Katz category and Guglielmino empirical result state that all of Katz idea; technical skill, humanity skill and conceptual skill are important for the leaders (Peterson, 2014).

Conceptual skill pervades the leader comprehension to work with idea and concept include vision, strategy, and purpose. Additionally, strategy competence is related to mission concept and organization vision (Kearns, 2015). These competencies are including the comprehension about mental competence to analyze and to diagnose complicated situation (Robbins, 2008), logically thought, formulate a concept, and give an opinion as inductive (Dessler, 2003). *Harold Laswell gives a technical term for the unique competence of commissioned officer as the manager of violence (Perlmutter, 200), that is, 1) the organizing, equipping and training of this force, 2) the planning of its activities and 3) the direction of its operation in and out of combat* (Huntington, 2008).

Moreover, the concept above means that a commissioned officer must be understood about all of the obligation situation and must be decided the appropriate decision in order to make the operation is successful.

Miscommunication is often called as a reason for conflict between each individual. Most of the people spend 70% of their time to communicate with each other. Thus, miscommunication becomes one of an impeded factor in group performance (Curphy, 2012). A professional not only demanded to develop skill and competence but also must be able to communicate feelings, ideas, innovations, positions and persuade another effectively (Curphy, 2012).

*Human Skills, these skills are related to an individual's ability to effectively interact with others* (Katz, 2009). The ability of a leader to work with the employee, partner, and superior; to help the employee to work cooperatively to achieve the organization purpose. Most of the people are technically capable but in interpersonal are not capable of working. The effective competence of communication is important to give the leader a bigger access to access a relevant information to make an important decision for the organization (Hughes, 2012).

A technical skill is giving someone a skill in specific duty in some working domain (Peterson, 2004). Robins explains that a technical competence includes the skill to apply knowledge or specific skill (Stephen, 2006). *Technical skills, these skills are related to an individual's specific area of expertise. Technical skill implies an understanding of, and proficiency in, a specific kind of activity, particularly one involving methods, processes, procedures, or techniques* (Katz, 2009).

Technical skill is important for a professional commissioned officer to achieve the successful and effectiveness as a leader (Katz, 2009). A leader which is trained is better in performance than a group which is the leader is not directed, guided, and showed working technically. If the sailors evaluate the commissioned officer technically competence, they will be better in working and make the commissioned officer became the referencing for achieving the successful operation.

## **2. Responsibility**

In accordance with the lexical approach, responsibility is including 3 functions. First, it shows personal capacity for accountability morality, law or mental. Second, it presents a reliable quality or personal reliance. Third, it refers to something (refers to an obligation) that possible for someone to take responsibility (Macaux, 2012). First, as explicit it refers to a qualification capacity in giving respond or answers an action and an obligation (Pesqueux, 2012). Second, it refers to the attribute quality of someone. Third, it refers to a role and

responsibility from a position in a structural organization where this role take a responsibility to support organization structural (Widell, 2012).

### III. Research Method

#### 1. Method and Research Procedure

This research is used the qualitative approach with case study as the methodology. *Creswell (2014) explains that qualitative methodology can be done with some approach, that is; narrative research, Phenomenology, ethnography, case study, and grounded theory. Case studies are the design of inquiry found in many fields, especially evaluation. In which the research develops an in-depth analysis of a case, often a program, event, activity, process or one or more individuals (Creswell 2017:14).*

The methodology that has been used is case studies, where is a researcher is trying to know or to describe a reality from KRI accidents, in order to help the researcher finds the objective data to reveal and to understand the competence and responsibility of KRI commisioned officer as a part of professionalism.

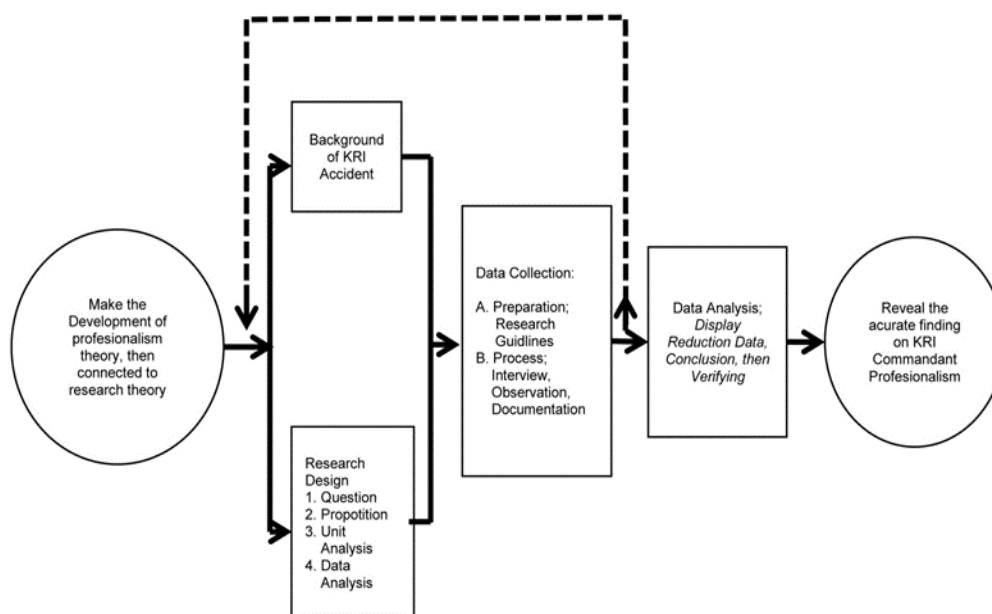


Figure 1: The Basic Idea Professionalism of KRI commisioned officer

#### 2. Technique and Data Collection

There are 2 phases of the data collection process; preparation and implementation phase (Yin, 2015). In the preparation phase, research protocol is made as a general strategy in order to increase the reliability of case study research and to lead the researcher in the observation process. The implementation phase is a phase which is the data is evaluated in order to ensure that the data is valid. There are several processes to collect the valid data, as follows;

- a) Interview. The interview is an essential information source for the case study. Moreover, it is possible that in the interviewing process the question is more flexible and focus. So, the researcher gets more information from the informant.
- b) Direct interview with all informants that is related to the research, that is; commisioned officers in accident specific field, commisioned officers of KRI accident investigation team.
- c) Observation. In order to increase reliability, observation became an important source in the case study. Further, the researcher must have background or knowledge about the object of the research to get a better result.
- d) The researcher executes direct observation in the location where the ship accident happens.
- e) Documentation. In the case study, the most important document is documented that supports the evidence from another source. The documentation result such as; maps, KRI's picture, weather, telegram, ocean's condition, and several books about ship accident.

#### 3. Procedure and Data Analysis

In qualitative research, data analysis is used with data collected and the result of the research (Creswell, 2014). Data analysis is a process of finding and arranging the data from the interview, triangulation, observation notes, and another source, so the research can be informed to another researcher. Data analysis is done by

organizing the data, explaining in several units, doing a synthesis, arranging the system, choosing the important sources, and making a conclusion.

Meanwhile, during the interview, the researcher has analyzed the interview before it is going to evaluate. The researcher writes a memo, then copying the memo into a narration in the last document. After that, the researcher is going to analyze the data, it begins with a general analysis that contains what and why. The strategy of the research is following theoretically into a case study. Design and purpose of the case study are based on several questions, research, references, and ideas.

The next step is data reduction using abstract. Miles and Huberman *describe the major phases of data analysis: data reduction, data display, and conclusion drawing and verification* (Miles, 2014). Data reduction means a process of reduction, abstraction, and data transformation that appears in memo and transcription. Data reduction is continuing during the qualitative research.

The most important thing in data analysis is data presentation (Miles, 2014). Data presentation as arrangement information will give a conclusion and decision. Data from qualitative research is narrative text. The researcher believes that the main point to show qualitative analysis is valid.

(The next activity from the qualitative analysis is concluding and verifying (Miles, 2014). Conclusion and verifying process are taking based on the purpose and data of the research the conclusion is needed to verify the data to get consensus or confirmability. In conclusion, data from another source must be evaluated the validity, so the conclusion does not deviate from data analysis.

#### **4. Data Validity Evaluation**

In order to get the appropriate qualitative research and objective, the researcher is doing some of data validity evaluation through credibility, transferability, dependability, and confirmability (Moleong, 2009). Moreover, to fulfill the criteria of data validity in qualitative research, the researcher is used triangulation, member check, and rich, thick description.

Triangulation is connected with dependability and credibility in qualitative research. Then, Member check is supported by data validity in credibility. The last is rich, thick description is a detailed documentation that is described setting an object of the research. Thus, the documentation is supported by qualitative research, it can be transferred or used in another context, such as transferability.

### **IV. Discussion**

#### **1. Skill**

A professional KRI commissioned officer needs three skill; technical skill, humanity skill, and conceptual skill. Those skills are related to KRI commissioned officer duties. Ship accident that happens in voyage track is related to the commissioned officer capability.

Ship accident in voyage track that is happened in the night because of ship collision around the track. At the moment, the ship is sailing speed  $\pm 12$  knots, through the voyage track that is not evaluated yet. Thus because of the commissioned officer is not considered all the possibility.

A commissioned officer will decide on an appropriate decision if he has conceptual skill. Conceptual skill includes; ideas, concepts, and vision. Strategy skill is included in this category that is related to mission and vision of organization (Kearns, 2015).

A commissioned officer will pass narrow voyage track in the night with a limit view is needed to clarify what should be achieved in that situation. He should know the effect and urgently, therefore, the crew will understand what decision that should be made.

The decision must be seen as a successful achievement of voyage operation, therefore, a commissioned officer must understand the complex situation in the voyage track from all navigation threats. All of the limitedness situations must be analyzed in order to make a decision.

Conceptual skill is a mental competence to analyze and diagnose a complicated situation (Huntington, 2000). The concept will be analyzed by explaining all the navigation problem that become the main problem when the ship is passing the track in the night and in a limit view. Then, the commissioned officer should finish the problem. The commissioned officer must be identified with all the threats from all accidents scenario through the cause-effect. The identification such as; length, profundity, navigation threat, technical condition, and capability of the crew.

There are sources in identifying, such as; navigation maps, Indonesian Mariner journal, maritime guidance book or another information especially recently navigation threat. After that, all the information and data will be integrated into a holistic description of a situation in the track.

The most important thing in management function is developing plans. It becomes of one of commissioned officer duty to make a plan (Huntington, 2000). The planning process is created before the commissioned officer organizes, lead, or controls the ship. They should create a plan when the ship in voyage track. In this planning process, the commissioned officer should decide some alternative actions

The planning must rely on the rational and systematic procedure based on the data and fact about the situation and condition of the maritime condition. It should not depend on the frequency of commissioned officer sees the ship or cargo ship around the area, but it should agree with the operation mission and all relevant situation. The decision is made after comparing from two different sides, then commissioned officer is concluding the decision with lower risk and logic to do.

A commissioned officer must know about maritime situation and condition he will pass. He must drive the ship carefully and safely. A commissioned officer who does not has enough experience about the track should ask and listen to another experienced crew. In order to make a safety track, a day before he should give a navigation briefing as information to know about the situation and condition of the track, therefore, he should give every crew job description.

One of obstruction factor in group performance is a miscommunication (Hughes, 2012). An effective communication skill is important to give bigger access to relevant information that is important for the organization (Hughes, 2012). Further, the commissioned officer will communicate with a radio to a port officer about the traffic lane in the track and navigation threat which does not appear on the map. Communication is the most important thing in ship operational in order to know the track that will be passed.

A successful decision is based on the conceptual skill of the commissioned officer in deciding the decision. Technical skill is a knowledge of the method, process, procedural, and technic to do a specific activity or relevant knowledge that is related to the activity (Yukl, 2010). The next process is a realization, with controlling the activity. After controlling system, the commissioned officer will be controlled by the crew.

*A technical skill of commissioned officer in driving the ship includes an ability to adjust his knowledge or specific skill. When the ship is passing a narrow track, he needs to give a guidance (Robbins, 2006).* Job description is important as the basic guidelines for the crew to give a direction for avoiding the navigation threat and another threat. This procedure will help the crew to implement the job description.

After the decision has been made, the commissioned officer is sailing on the track that already safe from navigation threat. Next, the commissioned officer will continue to check every periodic toward ship position. Technical skill also is given in specific duty in the given domain (Peterson, 2004).

Although the view is limited in the night, a commissioned officer must have a skill to sail the ship in the track with track line in the maps begin with the first track until the destination track. Track line and position point are made based on references point of radar and object in the land and sea. So, the ship will follow the map or the radar.

In order to oversee the situation and condition of traffic lane and surrounding, the commissioned officer will make a decision based on the reason and norm. A commissioned officer commands the radar expert to observe with the equipment in the ship to avoid an accident. A communication expert also uses communication equipment for the ships in the same track. Based on all the information, a commissioned officer has used the speed of the ship agree with the safety neither his ship nor another ship that is used the same track which is considered several factors; view factor, ship's ability, and weather.

Technical skill is important for a professional commissioned officer to take the ship from the narrow track and oversee the crew performance during their duty. As the commissioned officer he must be able to communicate with the crew in order to give an additional score to determine navigation threat possibility. The commissioned officer can ask for verifying in order to decide navigation threat used all the equipment, therefore, the ship position is in the right position.

A trained commissioned officer performance is better in directing, leading, and showing technical occupation. If the crew show the commissioned officer is skilled, the crew will make the commissioned officer as the reference.

## **2. Responsibility**

All the commissioned officer is taking consequent about ship accident, they will be taking all the responsibility from all decisions and mistakes from their crews. This consequent is agreed with commissioned officer ethical norm as his responsibility for his crew. All of the commissioner's officers should be responsible for all their crew measures (Additional protocol, 1977). On the other hand, all of the crew performance is related to commissioned officer responsibility. The highest skill of the leader in leading the crew is courageous in admitting that all of the mistakes is his mistake.

The accident happens is caused by the commissioned officer that has too much confidence and less knowledge or experience about the voyage track, so inexperience commissioned officer caused the accident happens. In addition, to avoid the accidents, the commissioned officer should be a competence and agree with the technical criteria in given profession. A commissioned officer is a person that has responsibility for his position in a structural organization where the position is assumed the responsibility that supports institution structure (Widell, 2012). The duty is described in the job description; the commissioned officer must be operated every ship through voyage track in accordance with the guide books.

Moreover, a responsible commissioned officer in a leadership context is a person who has a capability in responding the mandate. Thus responsible will lead the commissioned officer to eliminate every mistake and human error that is caused detriment. Further, the duty of the commissioned officer is expected to give advantages for the country in accordance with reasons or norms.

## V. Conclusion

Based on the overall discussion, it is concluded two major point regard with the professionalism on Indonesian navy vessel's officer that is skill and responsibility. A professional KRI commissioned officer needs three skill; technical skill, humanity skill, and conceptual skill. Those skills are related to KRI commissioned officer duties. Ship accident that happens in voyage track is related to the commissioned officer capability. While a commissioned officer in a leadership context is a person who has a capability in responding the mandate. Thus responsible will lead the commissioned officer to eliminate every mistake and human error that is caused detriment. As matter of fact that all of the crew performance is related to commissioned officer responsibility. The highest skill of the leader in leading the crew is courageous in admitting that all of the mistakes is his mistake.

## VI. Recommendation

Furthermore, the research about professionalism factor of commissioned officer helps Commandant and instructor to identification the accidents which are related with competence factors and responsibility, However, in the identification process of commissioned officer professionalism, fleet intervention is needed in order to increase the professionalism of the commissioned officer through training, coaching, and counseling.

Indeed, competence profile and responsibility are benefited for the institution to increase commissioned professionalism through educating and training. In the same way, it is benefited to the Indonesian navy to develop competence and responsibility to avoid another accident. All of the processes above should be maintained and monitored continually. Every result from professionalism evaluation process must be collected, evaluated, and analyzed which is focused on the management system of educating and training.

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