

Competence Enhancement Strategy At Uncertified Builders Group, Pringtali village, Jember

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Amri Gunasti, Isti Fadah

Abstract: In Indonesia on the whole builders who worked on the construction project, only about three percent have a certificate of competence. Although the 97% builders do not have the certification, where they are very important and acknowledged its existence. Only in the field, because they do not receive adequate training, competence often they do not fit the needs of the construction project. In addition to the weakness of the ability of hard skills, they also have drawbacks soft skills. An assessment of the blacksmith or concrete, there is still a sizeable gap between what is expected by the foreman, construction manager, site planner and users of other builders. Due to the presence of the builders are not certified is very important, so we need to find strategies to improve the competence of the builders. The object of research is a group of builders, village Pringtali, Jember. To determine the strategy carried out a SWOT analysis. SWOT analysis of the calculation results is known that the total value for the internal factor evaluation (IFE) is +0.79. Instead the value for the external factor evaluation (EFE) of -0.47. When coupled between the IFE with EFE value builders group, Pringtali village, Jember is located in the third quadrant. Because it is on the third quadrant builders groups described as an organization that is weak but very Opportunities. The strategy that should be taken is to change tactics, builders groups who are not certified must change the previous strategy, because the old strategy is feared difficult to capture the opportunities that exist, such things be done by improving the performance of the workers.

Keywords: Builders Group, Not Certified, Competence, SWOT Analysis

1. INTRODUCTION

Construction workers in Indonesia amounted to 4.9 million, only 3 percent of that has been certified and competent. The competency certificate is a form of recognition of the competence of the construction workforce in their respective fields (Haryadi, 2010), Although the 97% builders do not have the certification, where they are very important and acknowledged its existence. Only in the field, because they do not receive adequate training, competence often they do not fit the needs of the construction project. In addition to their inability to hard skills soft skills also have drawbacks. Results of the assessment carried out by the foreman, construction manager, site planners and other users of the blacksmith builders/concrete on the application of standards job competence Iron Works/Concrete in Jember there is a gap between the ability of builders in the field with expectations. Almost all indicators show a negative vote, except in indicators to create, assemble, and install the reinforced columns and beams practical positive value that is equal to 0.257. these results indicate that the application of standards Work Competence Iron Works/Concrete not met the expectations of superiors blacksmith/concrete indicators Knowledge about Occupational Health and Safety at -0.371, preparing materials iron work in accordance with the listing requirements of -0.229, making the mall to form reinforcing steel, stirrup, iron arch at -0.213, caring for work-tool and equipment, and cleaning work of -0.207, dirt and rust on iron amounted to -0.114, straightening, cutting, bending rebar amounting to 0.114.

The biggest gap found on indicators Knowledge about Occupational Health and Safety, which as big as -0.371, Being the smallest gap found in the confidence indicator is equal -0.167. These results indicate that Knowledge about Occupational Health and Safety still far from superiors blacksmith / concrete, while indicators create, assemble, and install the reinforced columns and beams were practically in line with expectations of a blacksmith boss / concrete,

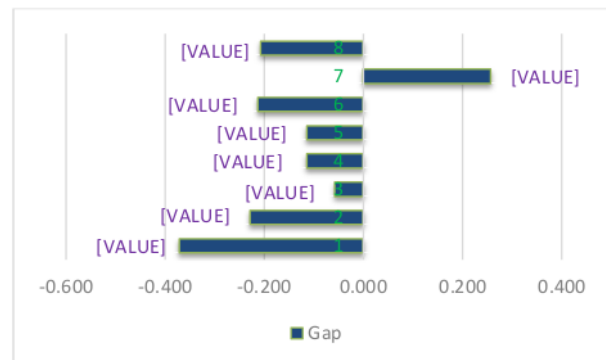


Figure 1. Gap Between Reality and Expectations

In the assessment of the implementation work competency standards blacksmith/concrete is done by using a Likert scale of 1 to 5 with 1 criteria is very less, 2 is less, 3 is Enough, 4 is good, 5 is Very Good. Of distributing questionnaires to 35 respondents including blacksmith boss/supervisor concrete either direct or indirect supervisor for the implementation of work competency standards blacksmith/concrete values obtained for Knowledge of Health and Safety at 3.971, prepare materials iron work in accordance with the listing requirement for 4.114, preparing tools/supplies as a list of 4.143, dirt and rust on iron 4.200, straightening, cutting, bending rebar 4.257, making the mall to form iron

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reinforced, stirrup, iron arch 3.444, create, assemble, and install a practically reinforced columns and beams 4.486, caring for tools and work equipment as well as cleaning the workplace 4.250. Overall Assessment of the implementation work competency standards blacksmith / concrete made the highest value contained in the indicator create, assemble, and install the reinforced columns and beams practically 4.486 while the lowest value contained in the indicators Knowledge of Health and Safety at 3.971.

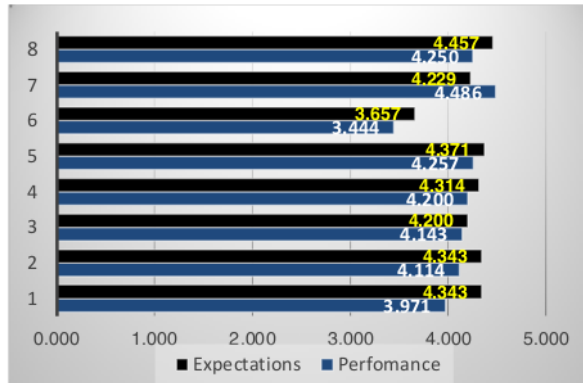


Figure 2. Average Performance and Expectations

Tops Expectations Rate Iron Works/Concrete done using a Likert scale of 1 to 5 with 1 criteria is very less, 2 is less, 3 is Enough, 4 is good, 5 is Very Good. Of distributing questionnaires to 35 respondents including blacksmith boss/supervisor concrete either direct or indirect supervisor for the implementation of work competency standards blacksmith/concrete values obtained for Knowledge of Health and Safety for 4.343, preparing materials iron work in accordance with the listing requirement for 4.343, preparing tools/supplies as a list of 4.200, dirt and rust on iron 4.314, straightening, cutting, bending rebar 4.371, making the mall to form iron reinforced, stirrup, iron arch 3.657, create, assemble, and install a practically reinforced columns and beams 4.229, caring for tools and work equipment as well as cleaning the workplace 4.457. Overall Assessment of the implementation work competency standards blacksmith/concrete made the highest value contained in the indicator maintain the machinery and work equipment as well as cleaning the workplace by 4457 while the lowest value contained in the indicator makes the mall to form reinforcing steel, stirrup, curved iron amounted to 3.657. Due to the need for very large builders, on the other hand Builders-certified to very small, then there is no other option but to empower the builders who do not have certification. To reduce and eliminate the gap between the ability of builders who are not certified by a certified builders then need a special strategy. The strategy should also be able to eliminate the gap between reality and expectations are still very large builders. The purpose of this study was to identify the strengths, weaknesses, threats and opportunities of the builders in the district of Jember so found a strategy to improve the ability of the builders.

2. METHOD

This analysis identify internal factors (strengths and weaknesses) and external factors (opportunities and threats) that supports and does not support in order to improve the ability of the blacksmith and concrete. SWOT analysis is used to assess the strengths and weaknesses of builders and external opportunities and threats facing (Jogiyanto, 2005). Strength, are all forms of resources (natural, artificial, human) that have a competitive advantage and profitable for the business improve. Weakness, are all forms of limitations or lack of Builders that can hinder the performance of the effort to improve the ability of builders. Opportunity (Opportunity), are all forms of situations or trends from outside builders that can help businesses improve the ability of builders. Threat (Threat), Function of SWOT analysis according to Ferrel and Harline (2005) is to identify the environmental situation an builders work and separating the internal subject matter (strengths and weaknesses) and external subject matter (opportunities and threats). SWOT analysis will be able to explain the situation that will benefit builders and situations that would be detrimental to builders, so this analysis will be very useful in the study of particular builders.

Use of the SWOT analysis will be able to describe all aspects that will strengthen or weaken the performance of builders, explaining indications opportunities that can be captured as well as threats to be faced. Thus the builders will be able to capture all the situations and opportunities that can strengthen its performance, and minimize weaknesses and avoid threats that may invade. The purpose of this research is to find strategies to improve the ability of builders in construction projects.

SWOT Analysis is a strategic planning method used to evaluate the strengths, weaknesses, opportunities, and threats in a project. SWOT analysis can be applied in a way to analyze and sort out various issues that affect all four factors (SWOT) and then apply them in a matrix.

The first thing to do in the SWOT analysis technique is to make a list identifying all sorts of situations that affect the performance of builders, both internal and external factors. Once the list is complete, the next thing to do is sort out these situations to be identified as strengths, weaknesses, opportunities or threats. The list can then be incorporated into the matrix of a SWOT analysis as above and then undercrossed to conclude the best thing to do with the application following the first SO (Optimistic), namely Optimizing the potential to capture opportunities, which both WO (Opportunistic) which use the opportunity to solving problem.

	Strength (S)	Weakness (W)
Opportunities (O)	DEVELOPMENT Using S to capitalize O	REPAIR Utilizing O to cope with W
Threats (T)	STRENGTHENING Using S to avoid T	CONSOLIDATION Minimizing W to avoid T

Figure 3. Matrix Crossing At SWOT Analysis

Data collection phase involves the collection of data and information relating to the internal factors and external workers. This information can be sourced from builders, foreman, project manager and the parties involved in the construction project. The values of internal and external factors are described in the form of a SWOT diagram by reducing the value of the power with the values of weakness, and values odds with values of the threat. All the information is arranged in a matrix, then analysed to obtain the right strategy to optimize efforts to achieve an effective, efficient and sustainable. Therefore, the SWOT matrix is used to analyze the four strategies applicable improve builders. The result could be whether Strength-Opportunities (SO) strategy, Weaknesses-Opportunities (WO) Strategy, Strengths-Threats (ST) Strategy, or Weaknesses-Threats (WT) strategies. Steps to develop a matrix of IFE and EFE are as follows, (1) Make a list of key internal or external factors, (2) Set weights ranging from 0.0 to 1.0, (3) Set a rating of 1 to 4 for each factor, (4) Multiply the weight by the rating, (5) Sum of scores.

4. RESULTS AND DISCUSSION

SWOT analysis stage in the builders group, Pringtali village, Jember is as follows. The first step taken is to explore the internal factors which consists of strengths and weaknesses builders group.

Table 1. Analysis of Internal Variable Builders Group, Pringtali village, Jember

Internal factors	
Strength	Weakness
Builders have high flying hours	Besides working as a Builders as well as farmers and other work
Builders have the experience that much	Builders tend to be disciplined when supervised
Builders Has sufficient ability when compared to a certified Builders	Employment status is not fixed, so do not get paid when you stop working and difficult to get a job after a long time the project ends
Builders have the ability almost to all arable fields, usually able to become a blacksmith/ concrete, masons, carpenters at once	Looking for new projects has traditionally not use technology
Builders do not require financial capital in the works	Never get special training
Builders Can master all the equipment	Quickly feel satisfied with their salary, so often rejected the offer of new projects

Interviews, observations, data is secondary, tertiary and quarter showed that the overall internal factors there are twelve items. Six items is the strength of a group of builders, village Pringtali, Jember and the item is a weakness of the builders group.

After determining the strengths and weaknesses of the builders group the next step is to make the weight and power rating. Next the same job we did on the weakness of builders groups, village Pringtali, Jember. The purpose of giving weight and this rating is to determine the score of each item.

Table 2. Analysis of Internal Factors Builders Group, Pringtali village, Jember

Internal Strategy Factors	Weight	rating	Score
Strength			
1 Builders have high flying hours	0.10	4	0.6
2 Builders have the experience that much	0.09	4	0.52
3 Builders Have sufficient ability when compared to a certified Builders	0.08	4	0.4
4 Builders Have the ability almost to all arable fields, usually able to become a blacksmith / concrete, masons, carpenters at once	0.07	3	0.21
5 Builders do not require financial capital in the works	0.06	3	0.21
6 Builders Can master the use of all equipment carpentry	0.06	2	0.12
Weakness			
1 Besides working as a Builders as well as farmers and other work	0.06	4	0.36
2 Builders tend to be disciplined when supervised	0.05	3	0.3
3 Employment status is not fixed, so do not get paid when you stop working and difficult to get a job after a long time the project ends	0.08	3	0.24
4 Looking for new projects has traditionally not use technology	0.03	2	0.06
5 Never get special training	0.07	3	0.21
6 Quickly feel satisfied with their salary, so often rejected the offer of new projects	0.05	2	0.1
Total	1.00		3.33

Results weighting and rating of making known that the highest score on the power contained in the builders items have high flying hours which was 0.6. The lowest scores are in the item, Builders can master the use of all equipment in the amount of 0.12 carpentry. While other items that is between them is Builders has extensive experience, Builders Have sufficient capability when compared with the certified builders, have the ability almost to all arable fields, usually able to become a blacksmith / concrete, masons, carpenters at once and Builders do not requires financial capital in the works.

In contrast to the weakness factor The highest score is the item in addition to working as a well as farmers and other work that is equal to 0.36. Conversely items with the smallest score is for new projects has traditionally not using the technology of 0.06. Total score for internal factors builders are not certified after you add up the strength with weakness is of 3.33.

Next is determine what are the items that exist on external factors. External factors are positive so-called opportunities. Instead of negative external factors that are known threats.

Table 3. Analysis of External Variables Builders Group, Pringtali village, Jember

Opportunities	threat
Projects of construction is increasing every time	Builders certified with increasing time
Builders certified	Rapid development of construction

number is very small	technology
More open access to information, including information on equipment, materials and construction technology	Government regulation favouring only a certified Builders
Contractor / users still choose a Builders who is not certified	Builders are paid only for his job, no family benefits, health benefits Training using the latest technology does not exist There is no regulation to improve the ability of builders who are not certified sustainably There is no social security Very high risk construction work Regulation requires that builders have certifications

Interviews, observations, reference data secondary, tertiary and quarter are four items that become opportunities and nine items that are a threat. Next each item external factors analyzed by adding weight and rating for each item. For the opportunities with the greatest weight items are construction projects is increasing from time to time that is equal to 0.60. In fact on the ground is getting increasing time construction projects always grow in line with population growth, the growing needs of the construction for the purpose of a more varied when compared to previous eras. The next item with the lowest score on the item contained a contractor or Builders users still choose who is not certified to work on projects with a score of 0.21. These opportunities still occur because of the number of builders who are certified only three percent of the total number of builders, so that there is no other choice but to empower the builders who are not certified. The cost of non-certified builders relatively less with capabilities not inferior to builders certified. Among the items with the highest and lowest scores are included two items, namely opportunities The cost of non-certified builders relatively less with capabilities not inferior to builders certified. Among the items with the highest and lowest scores are included two items, namely opportunities The cost of non-certified builders relatively less with capabilities not inferior to builders certified. Among the items with the highest and lowest scores are included two items, namely opportunities Builders certified numbers are very small with a score of 0.40 and more open access to information, including information on equipment, materials and construction technology with a score of 0.30.

Table 4. Analysis of External Factors Builders Group, Pringtali village, Jember

Factor External Strategies	Weight	rating	Score
Opportunities			
1 Projects of construction is increasing every time	0.15	4	0.60
2 Builders certified number is very small	0.10	4	0.40
3 More open access to information, including information on equipment, materials and construction technology	0.10	3	0.30
4 Contractor / users still choose a Builders who is not certified	0.07	3	0.21
Threats			

1 Builders certified with increasing time	0.20	3	0.60
2 Rapid development of construction technology	0.10	2	0.20
3 Government regulation favouring only a certified Builders	0.20	2	0.40
4 The Builders are paid only for his job, no family benefits, health benefits	0.06	4	0.24
5 Training using the latest technology does not exist	0.04	3	0.12
6 There is no regulation to improve the ability of builders who are not certified sustainably	0.09	3	0.27
7 There is no social security	0.07	3	0.21
8 Very high risk construction work	0.03	2	0.06
9 Regulation requires that builders have certifications	0.04	2	0.08
Total	1.00		3.49

External factors such as the threat consists of nine items. The highest value contained in the item certified repairman with increasing time that is equal to 0.60. While the item with the lowest score points contained in the very high risk of the construction work with a score of 0.06. Factors threat among the highest score consists of very rapid development of construction technology with a score of 0.20. Government regulation favouring only certified Builders with a score of 0.40. The Builders are paid only for his job, no family benefits, and health benefits with a score of 0.24. Training using the latest technology does not exist with a score of 0.12. There is no regulation to improve the ability of builders who are not certified sustainable manner, with a score of 0.27. There is no social security with a score of 0.21. Regulation 0.08 requires that builders have the certification. After conducting an analysis of internal factors (IFE) and the analysis of external factors (EFE), the next step is to create a matrix analysis. In the matrix analysis of internal factors, all strength rating is positive. In contrast to the weakness of its weight is negative.

Table 5. Matrix Internal Factor Analysis Group, Builders Village Pringtali, Jember

Internal Strategy Factors	Weight	rating	Score
Strength			
1 Builders have high flying hours	0.10	4	0.6
2 Builders have the experience that much	0.09	4	0.52
3 Having sufficient ability when compared to a certified Builders	0.08	4	0.4
4 Having the ability almost to all arable fields, usually able to become a blacksmith / concrete, masons, carpenters at once	0.07	3	0.21
5 Builders does not require financial capital in the works	0.06	3	0.21
6 Can master the use of all equipment carpentry	0.06	2	0.12
Total Strength			2.06
Weakness			
1 Besides working as a Builders as well as farmers	0.06	-4	-0.36

and other work				
2	Builders tend to be disciplined when supervised	0.05	-3	-0.3
3	Employment status is not fixed, so do not get paid when you stop working and difficult to get a job after a long time the project ends	0.08	-3	-0.24
4	Looking for new projects has traditionally not use technology	0.03	-2	-0.06
5	Never get special training	0.07	-3	-0.21
6	Quickly feel satisfied with their salary, so often rejected the offer of new projects	0.05	-2	-0.1
number of weakness				-1.27
Total				0.79

Matrix analysis showed that the total score for strength is of 2.06. While the total score for the weakness amounted to -1.27. So the total score for the internal factor is equal to 0.79. The score is positive because the power is still more dominant than the weaknesses. This indicates that the internal condition of builders groups there is not much problem, this is the basis for reducing the external problems later when his score is negative. After creating a matrix of internal factors next is to create a matrix of external factors. For these external factors, all of its value opportunity positive rating. In contrast to the threat of all is negative. Total score of 1.51 for the opportunity is. In contrast to the threat of total score amounted to -1.98. The total number of external factors analysis result amounted to -0.47. Because the total value for the external factor is negative, it needs great effort to maximize the strengths and reduce the weaknesses by builders groups, Pringtali village, Jember those who are not certified. Certainly builders group cannot change the external factors such as opportunities and threats. Because of these factors are outside the group can come from the government, of society, of the natural environment, public policies, so that these external factors can only be accepted. Once again we can do is change the internal factors.

Table 6. Matrix Analysis of External Factors Builders Group, Pringtali village, Jember

Factor	External Strategies	Weight	rating	Score
Opportunities				
1	Projects of construction is increasing every time	0.15	4	0.60
2	Builders certified number is very small	0.10	4	0.40
3	More open access to information, including information on equipment, materials and construction technology	0.10	3	0.30
4	Contractor / users still choose a Builders who is not certified	0.07	3	0.21
Total Opportunities				1.51
Threats				
1	Builders certified with increasing time	0.20	-3	-0.60
2	Rapid development of construction technology	0.10	-2	-0.20
3	Government regulation	0.20	-2	-0.40

favouring only a certified Builders				
4	The Builders are paid only for his job, no family benefits, health benefits	0.06	-4	-0.24
5	Training using the latest technology does not exist	0.04	-3	-0.12
6	There is no regulation to improve the ability of builders who are not certified sustainably	0.09	-3	-0.27
7	There is no social security	0.07	-3	-0.21
8	Very high risk construction work	0.03	-2	-0.06
9	Regulation requires that builders have certifications	0.04	-2	-0.08
Total Threats				-1.98
Total				-0.47

Data obtained from tables 5 and 6 are used for the calculation of Matric Space Analysis, then obtained a grading scale as follows:

- Strength score builders group that is not certified = 2.06
- Weakness score builders group that is not certified = -1.27
- Opportunity score builders group that is not certified = 1.51
- Threat Score builders group that is not certified = -1.98

So as to be able to make a point on the horizontal coordinate that assessment scale image by adding together the strength of the builders who is not certified by the value weaknesses builders groups that are not certified. Then it can be obtained the coordinates of the horizontal, namely:

$$(+2.06) + (-1.27) = +0.79$$

Meanwhile, to make the vertical coordinate point on the image scale of assessment, namely by adding together the builders group opportunities are not certified by the value of the threat of non-certified builders group. Thus obtained vertical coordinate points, namely:

$$(+1.51) + (-1.98) = -0.47$$

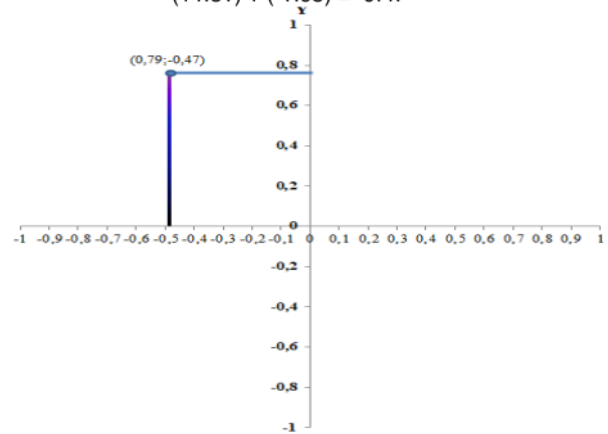


Figure 4. The position of the Quadrant results IFE and EFE

Cartesian coordinate graph shows that the condition of the builders, village Pringtali, Jember are not certified are in the third quadrant. Because it is on the third quadrant groups Pringtali village builders, Jember, not certified organization described as a weak but very Opportunities .

The strategy that should be taken is to change tactics, builders groups who are not certified must change the previous strategy, because the old strategy is feared difficult to capture the opportunities that exist, such things done by changing the performance of the workers. So that the value of external factors become positive there should be some strategies. The first is SO strategy (Optimistic), namely Optimizing the potential to seize opportunities. To execute this strategy builders utilizes flying hours were high, experience a lot, enough ability when compared with the builders who is certified, the ability of most to all arable fields, usually able to become a blacksmith / concrete, masons, carpenters at the same time, take advantage of opportunities without capital, control of all equipment builders to get construction projects that always increases over time, offset the ability of a certified Builders whose numbers are very small, take advantage of more open access to information, including information on equipment, materials and construction technology. A second strategy is WO (Opportunistic) is Using the opportunity to resolve the problem. Because of the construction projects is increasing all the time, Builders certified the amount is very small, access information more open, including information equipment, materials and construction technology, contractors / users still choose a Builders who is not certified, this opportunity must be used properly in the way builders focus worked as a Builders, repairman must be independent although it is not supervised, benefit from access to information so that even if no permanent employment status, still get the job done on a regular basis. Access to information can also be used to search for new projects, reducing the traditional ways. Because contractors must involve builders who are not certified, then the work experience can be used as a substitute for training. Opportunities such as construction projects is increasing all the time is used as a means to prevent rapid satisfied with their salary, so it does not reject the offer of a new project. The third strategy is ST (Creative) that optimize the potential strength to overcome the threat. Because builders are not certified have high flying hours then flying hours can be a guarantee of quality and can compete with the certified builders with increasing time. Very high flying hours can also be utilized to offset the very rapid development of construction technology. builders are not certified also has extensive experience, having sufficient capability when compared with the builders who is certified, has the ability almost to all arable fields, usually able to become a blacksmith / concrete, masons, The latter strategy is WT (Survival) that keep the problem from getting or weaknesses and threats that do not aggravate the condition. The right strategy is focused as Builders into employment only, so as to compete with the certified builders. During builders tend to be disciplined when supervised all builders should be independent so that future government regulation not only in favour of builders certified, because the government would also look that builders are not certified considered equivalent to a certified repairman. In the presence of non-permanent employment status, do not get paid when you stop working and difficult to get a job after a long time the project ended, the builders have to show his professionalism, for example by means of the technology curve. No longer looking for new projects has traditionally

not use the technology, it is time to use a more modern communication media, thus will get a lot of work that still paid job and can save as a substitute for the family allowances and medical benefits. Although never received special training, builders should always try to independently follow the information on the Internet so that it remains adept at using advanced construction technology. Not easily satisfied with their salary, so it does not reject the offer of new projects indirectly this could be a replacement for the vacancy regulation to improve the ability of builders who are not certified sustainable manner.

5. CONCLUSION

1. SWOT analysis calculation results show that the total value for the internal factor evaluation (IFE) is +0.79. Instead the value for the external factor evaluation (EFE) of -0.47. When coupled between the IFE with EFE value Builders group, Pringtali village, Jember is located in the third quadrant.
2. The third quadrant indicates that Builders group, Pringtali village, Jember, not certified organization described as a weak but very Opportunities. The strategy that should be taken is to change strategy and tactics. Especially for the recognition of equality in lieu of a certificate of competence.

6. ADVICE

Indonesian government should provide social security to builders who are not certified because they are also as citizens must be protected, particularly because they work with the level of risk is very high construction work; the next government should make regulations by equalizing them with a builder certified.

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