

Efforts To Improve The Performance Loading And Unloading Workforce At The Port Of Marunda North Jakarta

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Abstract

The purpose of this research is to know and analyze the suitability of loading and unloading performance in Marunda Port with existing regulation, human resource competence in using loading and unloading equipment as well as condition of port facility used in loading and unloading at Marunda Port. Through the use of qualitative approach with descriptive analysis, data collection is done through documentation study method and in-depth interview, to be further processed and analyzed. The result of analysis shows that the conformity of loading and unloading performance in Marunda Port with the existing regulation is not optimal because of internal factors of TKBM and external factors of TKBM. While the competence of human resources in using loading and unloading equipment in Port Marunda not suitable to produce performance in the form of smoothness, speed and safety of loading and unloading goods from and to the ship docked at the port of Marunda Port. Other research results show that Marunda Port facilities still require improvements in order to obtain smoothness, speed and safety in the loading and unloading of goods from and ship at Marunda Port.

Keywords: Performance Of Loading And Unloading, Competence, Port Facilities

Introduction

Along with Indonesia's economic growth, the growth of goods movements at the Tanjung Priok port has also increased, while Tanjung Priok Port is still the main port of transportation of goods and passengers by sea for the western part of Java Island, but the level of service of the Tanjung Priok Port is increasingly decreased along with the growth rate of goods and passenger flows, as well as limited service capacity at the Tanjung Priok Port.

As a result of the density that occurs at Tanjung Priok Port, some un-accommodated vessels will enter Marunda Port, so that a strong and competent

loading and unloading workforce is needed to anticipate vessels that cannot be serviced at Tanjung Priok Port.

From the results of a glimpse of observers at Marunda Port, especially the Special Port that can serve the public interest, the authors can identify a number of problems such as: 1) The low competency of knowledge of Human Resources in the Manpower Cooperative on Loading and Unloading at the Marunda Port. 2) Not yet scheduled testing and maintenance of equipment at the Port of PT. Kawasan Berikat Nusantara and BUP General Terminal. PT. Karya Citra Nusantara. 3) The loading and unloading time is still quite long and 4) The high level of sedimentation in the channel and pool of the Port of PT. Kawasan Berikat Nusantara.

The purpose of this research is to find out whether the performance, and the competencies of the loading and unloading workers are appropriate in carrying out loading and unloading activities at the port. In addition, to find out whether the port facilities used in loading and unloading have met the requirements.

Colquitt et al. (2009) define job performance as “The value of the set of employee behaviors that contribute, either positively or negatively, to organizational goal accomplishment”. It can be interpreted that performance as a value obtained from employee behaviors in its contribution to the company, both positively and negatively, which aims to achieve organizational goals. Performance Measurement Tool According to Yazid (2009: 49), in looking at work effectiveness, a leader needs to pay attention to the quality of work, quantity of work, timeliness, and goals.

Robbin and Judge (2014) defines competence as the capacity of an individual to perform various tasks in a job. Furthermore Robbin stated that competence is a current assessment of what a person can do. Based on this understanding it can be concluded that the ability is the skill or potential of an individual to master a skill in doing or working on various tasks in a job or an assessment of one's actions.

Factors influencing competence according to Michael Zwel, 2000 in Wibowo, 2012 are: beliefs and values, skills, experience, personality characteristics, motivation, emotional issues, intellectual abilities and organizational culture.

Standard Operating Procedure (SOP) is a guide that is used to ensure the operational activities of an organization or company run smoothly (Sailendra, 2015: 11). In the Regulation of the Minister of Administrative Reform PER / 21 / M-PAN / 11/2008 stated that the preparation of the SOP must fulfill the principles, among others: ease and clarity, efficiency and effectiveness, harmony, measurability, dynamic, user-oriented, legal compliance, and legal certainty.

Complete facilities in a port must be able to connect the port with its hinterland, serve the latest generation of ships directly to various international trade centers (direct call), able to anticipate the acceleration of loading and unloading of goods with complete service facilities and handling of loading and unloading of goods carried out at shipping terminals that are adapted to the type of cargo carried.

Loading and unloading activities according to the Regulation of the Minister of Transportation PM. Number 60 of 2014 concerning Implementation and Exploitation of Goods from and to Ports, where the port is referred to as a place consisting of land and / or waters with certain limits as a place of government activities and business activities that are used as a place for ships to lean, up and down passengers and / or loading and unloading of goods, in the form of ship terminals and berths equipped with shipping safety and security facilities and supporting activities as well as places of intra-movement and inter-mode transportation. The loading and unloading business of goods is a business activity that is engaged in the loading and unloading of goods from and to ships at the port which includes stevedoring, cargodoring and receiving / delivery activities.

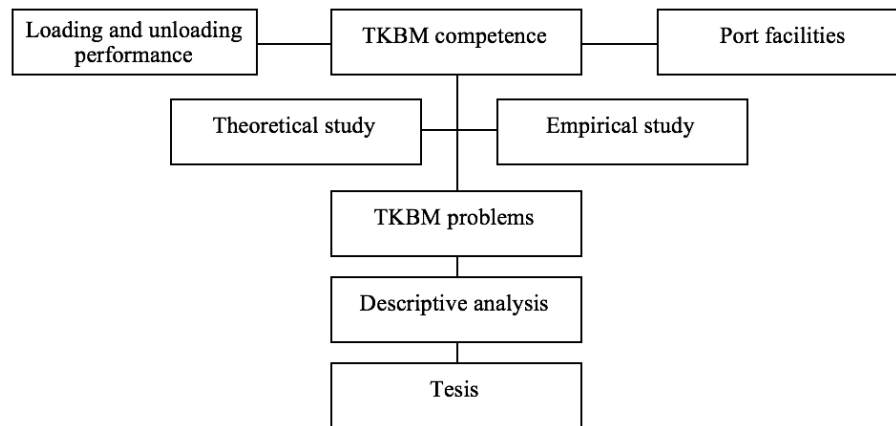


Figure 1

Source: Author

Method

In this study researchers used a qualitative approach with a descriptive analysis approach. The selection of the qualitative approach in this study was based on the reason that the problems studied in this study were how the intensity of loading and unloading activities at the port was getting higher with the increasing number of ships visiting a port. Methods of data collection through direct observation to the research object, Marunda Port, which is located in the Tanjung Priok Archipelago Bonded Zone, North Jakarta. Researchers, guided by their research designs, need to visit the research location to observe the various things or conditions that exist in the field by conducting in-depth interviews. then the informants interviewed respectively were loading and unloading labor foremen as representation of 4 people unloading labor, 1 person in charge of lala staff and port of Marunda KSOP office, loading and unloading service users, shipping agents as well as daily executives of Marunda TKBM cooperative and operational staff Loading and unloading company operating in Marunda Port.

The research method uses Gap analysis method that is as a comparison of actual performance with potential or expected performance. In addition, the researchers also tested the validity of the data which aims to check the data through several sources to see how far the loading and unloading activities at the Marunda Port are. Then the researcher will do a comparison between interview data sources and documentation.

Discussion and Result

1. Compliance with the Performance of Loading and Unloading at Marunda Port

Achievement of performance, smoothness, speed and safety factors in carrying out loading and unloading of goods from and ships is the accumulation of performance from many interested parties. Therefore, at least the loading and unloading performance at Marunda Port in the form of smoothness, speed and safety in the implementation of loading and unloading of goods from and ships is a synergistic performance of the Loading and Unloading Workers, Lala Officers and the Port of Marunda KSOP Office, Loading and Unloading Services, Shipping Agents as well as the Daily Implementer of the Marunda TKBM Cooperative and the Loading and Unloading Company Operators. Because the loading and unloading workforce is organized in the work of the loading and unloading labor foreman, the foreman is a representation of the loading and unloading workforce at Marunda Port. Furthermore, the results of the overall interview with informants are grouped and categorized so as to produce topics and categories of interviews about performance, implementation of tasks, efforts to improve performance, evaluation of performance improvements and internal strengths to improve the performance of cooperative loading and unloading workforce in Marunda Port as shown in the following table .

Table 1. Topics and Categorization Results of Interviews about Performance, Implementation of Tasks, Performance Improvement Efforts, Evaluation of Improved Internal Performance and Strength Improvement of the Performance of Loading and Unloading Labor Cooperatives in Marunda Port

No.	Informant	Topic				
		Current Performance of Cooperative Unloading Workers	Implementation of duties by the Unloading Workers Cooperative	Efforts to improve performance by the Unloading Workers Cooperative	Evaluation of improvement in loading and unloading performance by the Unloading Workers Cooperative	Internal Strength in improving the performance of the Cooperative Unloading Cooperative
1.	Loading and unloading labor foreman A	At present it has been going well, but to note the function of Safety, Security and Hygiene of Work has not been implemented in Marunda port.	The Unloading Workers Cooperative has carried out its duties in accordance with existing provisions	Work in accordance with the applicable Standard Operating Procedure (SOP)	Every year the Unloading Workers Cooperative holds an Annual Meeting, as an evaluation	The Marunda TKBM cooperative has special characteristics that handle loading and unloading activities at the port
2	Loading and unloading labor foreman B	Not good, because some TKBM pay less attention to safety equipment.	Pretty good	TKBM cooperatives carry out trainings related to loading and unloading	Evaluate every time after carrying out loading and unloading activities	TKBM cooperatives do not have competitors in Marunda port.
3	Loading and unloading labor foreman C	Pretty good	Pretty good	Complete work equipment TKBM member certification	There is no evaluation after the new management change	Competitors are not in the port
4	Loading and unloading labor foreman D.	Not good	Less optimal	Provide safety equipment Give identity to workers	Improve work safety Increased labor wages	In the case of loading and unloading activities, must use TKBM Cooperative services.
5	Marunda's Lala Officer and KSOP Port Office	Not good	Not good and not true, so cooperative awareness requires improvement in accordance	Improve the welfare of TKBM workers Include BPJS for each member of	There is no evaluation	The existence of membership fees and the entry of loading and unloading services.

No.	Informant	Topic				
		Current Performance of Cooperative Unloading Workers	Implementation of duties by the Unloading Workers Cooperative	Efforts to improve performance by the Unloading Workers Cooperative	Evaluation of improvement in loading and unloading performance by the Unloading Workers Cooperative	Internal Strength in improving the performance of the Cooperative Unloading Cooperative
			with existing provisions.	the cooperative		
6	Loading and unloading service users	Pretty good	Pretty good	Increase the number of TKBM workers	There seems to be no evaluation	The large number of TKBM workers
7	Shipping Agents as well as Marunda TKBM Cooperative Daily Executors	Not good enough	Pretty good	Increase the number of TKBM workers	Providing education and training to members of the TKBM Cooperative	There needs to be an annual member meeting
8	Unloading Company Operational Officer	Not good enough and not yet satisfying	Not good, so cooperative awareness requires improvement in accordance with existing provisions	Still lacking attention in efforts to improve performance	There has been no comprehensive evaluation	Members of the Unloading Workers cooperative began a lot Many members of TKBM cooperatives who are of productive age between 25 to 30 years
Category		Work Safety, Security and Cleanliness have not been implemented. laborers pay less attention to safety equipment at work.	TKBM cooperatives have not optimally carried out their duties. Cooperative awareness for improvement according to criteria.	Carry out training related to loading and unloading Complete work equipment and certification of TKBM members	Requires evaluation of the activities of members of the Cooperative Evaluate the activities of TKBM cooperatives on a regular basis	Availability of TKBM Cooperatives as a place of labor that requires guidance by the authorized agency.

Source: Author

Based on the above table can be known categories of the performance of the current unloading cooperative workforce, the implementation of tasks by the cooperative loading and unloading workforce, efforts to improve performance by cooperative loading and unloading workforce, evaluation of loading and unloading performance by cooperative loading and unloading workforce and internal strength improving the performance of cooperative unloading workforce.

Furthermore, the results of the overall interview with informants are grouped and categorized so as to produce topics and categories of interviews about internal weaknesses, membership development, training, shortcomings and conclusions about the performance of the cooperative loading and unloading workforce in Marunda Port as shown in the following table.

Table 2. Topics and Categorization Results of Interviews about Internal Weakness, Membership Development, Training, Shortcomings and Brief Conclusions on the Performance of the Unloading Workforce Cooperative in Marunda Port

No.	Informant	Topik				
		Internal weakness in improving the performance of the Unloading Workers Cooperative	Development of membership of the Unloading Workers Cooperative	Training of members of the Unloading Workers Cooperative	Deficiencies that must be addressed by the Unloading Workers Cooperative	Brief conclusions about the performance of the Cooperative Unloading Workers
1.	Loading and unloading labor foreman A	Education and competence of TKBM human resources are not evenly distributed	TKBM Cooperative activities require improvement		There are still some disadvantages such as wage systems, work equipment, dock facilities, certification and skills.	If the Marunda TKBM loading and unloading performance as a whole can be said to be good enough
2	Loading and unloading labor foreman B	Many experienced workers are old Training is not yet available to all TKBM members		There are still a few TKBM who have attended training	Unloading work equipment, dock facilities	I think the TKBM in the port of Marunda must take part in training related to special loading and

No.	Informant	Topik				
		Internal weakness in improving the performance of the Unloading Workers Cooperative	Development of membership of the Unloading Workers Cooperative	Training of members of the Unloading Workers Cooperative	Deficiencies that must be addressed by the Unloading Workers Cooperative	Brief conclusions about the performance of the Cooperative Unloading Workers
						unloading activities at the port
3	Loading and unloading labor foreman C	Many workers are old Worker education is still low	All TKBM workers are members of the Cooperative	Around 15 TKBM workers were only joined	Employee education and training	Good enough, but the level of education and training is still minimal
4	Loading and unloading labor foreman D	Labor lacks understanding in terms of work safety Still low education	TKBM Cooperative activities require improvement		After carrying out the activities, the cleanliness of the dock has not received attention The pier is still dusty and air pollution	I think TKBM in Marunda harbor has started to run well, but there are still shortcomings that must be addressed.
5	Lala Officer and Marunda Port of KSOP	Understanding workers in terms of work safety and education is still lacking.	TKBM has not realized the importance of cooperatives	There are still a few TKBM who have attended training		In my opinion, TKBM at the port has not met the standards.
6	Loading and unloading service users	Timeliness in starting loading and unloading activities has not been carried out well			Addition of qualified workers	With the addition of many TKBM workers, it is expected to be able to increase productivity and increase the discipline of TKBM workers related to the start of loading and unloading activities.
7	Shipping Agents and Representatives of TKBM Cooperatives.	Skills and education are low				The performance of TKBM members is good enough, but the skills must be improved.

No.	Informant	Topik				
		Internal weakness in improving the performance of the Unloading Workers Cooperative	Development of membership of the Unloading Workers Cooperative	Training of members of the Unloading Workers Cooperative	Deficiencies that must be addressed by the Unloading Workers Cooperative	Brief conclusions about the performance of the Cooperative Unloading Workers
8	Unloading Company Operational Officer	Skills and education are low			Unloading work equipment, dock facilities	The performance of TKBM members is good enough, but the skills and improvement of wages must be improved.
Category		Training is not yet available to all TKBM members. Education and competence have not been evenly distributed.	TKBM has not realized the importance of cooperatives. TKBM Cooperative activities require improvement.	Still a small number of TKBM who have attended training	Improvement of loading and unloading work equipment. Dock cleanliness has not received the attention of TKBM	Improving TKBM skills becomes important. Increase the discipline of TKBM related to the start of loading and unloading activities

Source: Author

Based on the above table, it can be seen the categories of internal weaknesses in improving the performance of cooperative loading and unloading workforce, the development of cooperative membership of loading and unloading workers, training of cooperative members of loading and unloading workforce, shortcomings that must be addressed by the cooperative loading and unloading workforce as well as a brief conclusion on the performance of energy cooperatives loading and unloading work. By using all the results of the analysis about the suitability of the loading and unloading performance at the Marunda Port with the existing regulations consisting of TKBM internal factors and TKBM external factors as well as efforts to improve the suitability of the loading and unloading performance at Marunda Port with existing regulations, a simple model of efforts to improve loading and unloading loading at Marunda Port is as seen in the picture below.

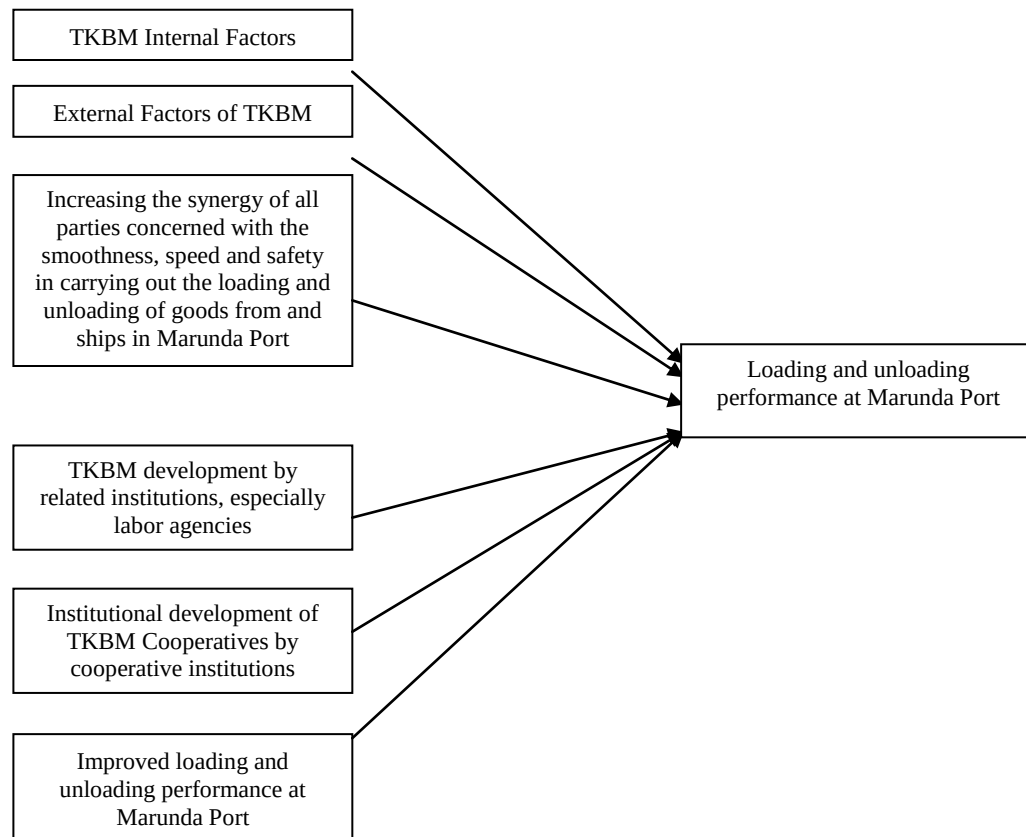


Figure 2. Simple Model for Improving Unloading Performance at Marunda port

Source: Author

The above model illustrates that the loading and unloading performance at Marunda Port is a condition that is determined by the internal factors of TKBM and external factors of TKBM. The loading and unloading performance conditions at Marunda Port as a condition that is determined by the TKBM internal factors and external factors of TKBM, requires an increase in the synergy of all parties concerned with smoothness, speed and safety in carrying out the loading and unloading of goods from and ships in Marunda Port, guidance of TKBM by relevant agencies especially the labor agency, institutional development of the TKBM Cooperative by the cooperative agency.

In turn, the internal factors of TKBM and external factors of TKBM are factors that determine the improvement of the loading and unloading performance at

the Marunda Port. Next through. increase the synergy of all parties concerned with smoothness, speed and safety in carrying out the loading and unloading of goods from and ships in Marunda Port, the development of TKBM by relevant agencies, especially labor agencies, institutional development of TKBM Cooperatives by cooperatives, it is possible to produce improved loading and unloading performance at the Port Marunda.

2. Competence of Human Resources in Using Loading and Unloading Equipment at the Port of Marunda

Topics and categories regarding current competency, initial competency, certification ownership, development of the number of members and certification that have been owned by loading and unloading workers in the Marunda Port as shown in the following table.

Table 3. Topics and Categorization Results of Interviews about Current Competence, Initial Competence, Ownership of Certification, Development of Number of Members and Certification that have been owned by the Loading and Unloading Workers at Marunda Port

No.	Informant	Topik				
		Current competence is members of the Unloading Workers Cooperative	Initial competency of members of the Unloading Workers Cooperative	Ownership of certification for members of the Unloading Workers Cooperative	Development of the number of members of the Unloading Workers Cooperative	Certification that has been owned by members of the Unloading Workers Cooperative
1.	Unloading Manpower Foreman A	Still not enough	We worked at the port at first without being equipped with skills and knowledge about loading and unloading, gradually the TKBM began to improve its human resources	Not all have certification	About 120 people and 15 of them have been certified	Rigger certificates are knowledge of the duties and functions of the right and safe binding work
2	Unloading Manpower Foreman B	Still not enough	Not all have certification	Not all have certification	The Cooperative strives to provide training	Costs are quite expensive Cooperative

No.	Informant	Topik				
		Current competence is members of the Unloading Workers Cooperative	Initial competency of members of the Unloading Workers Cooperative	Ownership of certification for members of the Unloading Workers Cooperative	Development of the number of members of the Unloading Workers Cooperative	Certification that has been owned by members of the Unloading Workers Cooperative
					to its members with training at the Ministry of Manpower to obtain a rigger certificate	financial capacity is limited
3	Unloading Manpower Foreman C	Still not enough	Work as is	There is no rigger certificate	The Cooperative strives to provide training to its members by including training at the Ministry of Manpower to obtain a rigger certificate at the cost of the TKBM.	Costs are quite expensive Cooperative financial capacity is limited
4	Unloading Manpower Foreman D	Not meeting the standards	Costs are quite expensive Not all are certified	Rigger certificate, operator license	The Cooperative strives to provide training to its members with training at the Ministry of Manpower and Transmigration to get a rigger certificate	Costs are quite expensive Cooperative financial capacity is limited
5	Marunda's Lala Officer and KSOP Port Office	Not meeting the standards	Not all are certified	Certificate of rigger, operator license	The Cooperative strives to provide training to its members with training at the Ministry of Manpower and Transmigration to get a rigger certificate	Costs are quite expensive Cooperative financial capacity is limited
6	Shipping Agents as well as Marunda TKBM Cooperative Daily					Costs are quite expensive if borne by the TKBM workers themselves

No.	Informant	Topik				
		Current competence is members of the Unloading Workers Cooperative	Initial competency of members of the Unloading Workers Cooperative	Ownership of certification for members of the Unloading Workers Cooperative	Development of the number of members of the Unloading Workers Cooperative	Certification that has been owned by members of the Unloading Workers Cooperative
	Executors					
	Kategori	TKBM competence does not meet the standards TKBM competence is still not good	TKBM works as it is. TKBM is not all certified	Not all TKBM have certification There is no rigger certificate for all TKBM.	Participated in rigger training at the Ministry of Manpower. Only a small number have had a rigger certificate.	Training costs are quite expensive Cooperative financial capacity is limited to financing TKBM training

Source: Author

Based on the above table, it can be seen that the categories of competence are now members of cooperative stevedoring workforce, initial competency of members of cooperative unloading workforce, ownership of certification of members of cooperative unloading workforce, development of the number of members of cooperative unloading workforce, certification that has been owned by members of the power cooperative loading and unloading work.

The overall results of interviews with informants are grouped and categorized so as to produce topics and categories of interview results about internal weaknesses, membership development, training, shortcomings and conclusions about the performance of the cooperative of loading and unloading workers in Marunda Port as shown in the following table.

Table 4. Topics and Categorization Results of Interviews about Certification Institutions, Competency Improvement Efforts, Obstacles in Obtaining Certification, Rigger Training Conditions and General View of Competence of Loading and Unloading Workers at Marunda Port

No.	Informan	Topic				
		Institutions that provide certification for members of the	Efforts to improve the competence of members by	Constraints to obtaining certification by the	The condition of the rigger training at the Department of	A view on the competence of members of the Unloading

		Unloading Workers Cooperative	the Unloading Workers Cooperative	loading and unloading workforce	Manpower and Transmigration was felt by the Cooperative of Unloading Workers	Workers Cooperative
1.	Unloading Manpower Foreman A	This Rigger Certificate was issued by the Ministry of Manpower	TKBM cooperatives try to provide training and education through cooperative costs	The problem of rigger training costs is still considered expensive	Needed for the speed and safety of loading and unloading work	Still working with competence as is.
2	Unloading Manpower Foreman B	We recommend that all TKBM have certification		TKBM lacks confidence in participating in training because of their low educational background.		TKBM has relatively low education
3	Unloading Manpower Foreman C		I don't think so, because it was implemented gradually & the participants were allocated by the TKBM Cooperative, so it all depends on the readiness of the funds and the participants themselves		Very much needed for the safety of TKBM	
4	Unloading Manpower Foreman D		Very much needed for the safety of TKBM			yes, TKBM has relatively low education
Category		We recommend that all TKBM have certification from the Ministry of Manpower	Depends on the readiness of funds for training TKBM readiness is needed for training	Training costs are relatively expensive TKBM lacks confidence in training.	Rigger training is needed by TKBM	TKBM has relatively low education TKBM works as it is

Source: Author

Based on the above table can be known categories of institutions that provide certification members of the cooperative loading and unloading workforce, efforts to increase competency of members by cooperative loading and unloading workforce, obstacles to obtaining certification by loading and unloading workers, training conditions in the Ministry of Manpower rigger felt by labor cooperatives loading and unloading work as well as views on the competence of members of the cooperative unloading workforce.

Efforts to improve the smoothness, speed and safety in carrying out loading and unloading of goods from and to ships that dock at Marunda Port dock, in accordance with the factual conditions of human resource competency in using loading and unloading equipment at Marunda Port, at least 1) designing competency improvement strategies TKBM through the synergy of TKBM Cooperatives and Port Managers as well as 2) conducting TKBM guidance by all relevant agencies, especially labor agencies and cooperatives.

3. Condition of Port Facilities Used in Loading and Unloading at Marunda Port

Topics and categories regarding facility feasibility conditions, standard facilities, supporting facilities, efforts to improve facilities, and constraints of port facilities for loading and unloading workers at the Marunda Port as shown in the following table

Table 5. Topics and Categorization Results of Interviews about Feasibility Conditions of Facilities, Standard Facilities, Supporting Facilities, Efforts to Increase Facilities, and Constraints from the Port Facilities for Loading and Unloading Workers at Marunda Port

No.	Informant	Topik				
		Eligibility of Marunda Port facilities	Standard of Marunda Port loading and unloading facilities	Facilities that support loading and unloading activities at the Port	The efforts of the Marunda KSOP Office to improve loading and unloading facilities at the Port	Constraints from port facilities on loading and unloading labor at ports
1.	Unloading Manpower Foreman A	It is still feasible, because the facilities in the port of Marunda are always maintained	Yes, it has run according to the SOP that was made but requires improvements to facilities for the convenience of loading and unloading workers	Access to the road to the port of Marunda must be repaired Procurement of parking bags MCK at the port	Making regulations to support the loading and unloading activities of supervision of the implementation in the field	Air pollution has no shelter for workers when it rains The absence of MCK
2	Unloading Manpower Foreman B.	Port facilities are still good, but there are still many repairs on the dock and road access	It's standard	Ship facilities dock Boat mooring place Road access Feasibility of loading and unloading equipment	Provide input to the dock owner to improve supporting facilities for loading and unloading activities, such as road repairs, maintenance of loading and unloading equipment, repair of bolder for mooring of ships.	Many facilities have begun to break down Unscheduled equipment maintenance
3	Unloading Manpower Foreman C	Port facilities are still good, but the dock is still dirty because there are a lot of hoarding which causes the road to become dusty	It's standard	Information during loading and unloading at night Road signs or markers are still lacking Road access is not good Equipment eligibility	Supervise when loading and unloading activities	Availability of shelter in the event of rain Unscheduled equipment maintenance The dock is still dirty Availability of public toilets
4	Unloading Manpower	Not feasible and not	Quite appropriate	Goods stacking	Give reprimands to workers who	There is no available

No.	Informant	Topik				
		Eligibility of Marunda Port facilities	Standard of Marunda Port loading and unloading facilities	Facilities that support loading and unloading activities at the Port	The efforts of the Marunda KSOP Office to improve loading and unloading facilities at the Port	Constraints from port facilities on loading and unloading labor at ports
	Foreman D	getting attention		facilities Street lighting	break the rules Provide input to operators at ports to complete loading and unloading facilities	stacking field Road access that is damaged and jammed.
5	Marunda's Lala Officer and KSOP Port Office	Decent enough	Not meeting the standards, and requiring improvements to facilities for the convenience of loading and unloading workers	Loading and unloading equipment facilities Street lighting	Fostering and socializing about the use of work safety equipment	There is no available stacking field Road access that is damaged and jammed. The dock looks dirty
6	Loading and unloading service users	Still feasible, but maintenance of facilities has not received attention	Has met the standard	Loading and unloading equipment facilities Street lighting MCK facilities	Fostering and socializing the use of work safety equipment, as well as supervising loading and unloading activities at the port	There is no available stacking field Road access that is damaged and jammed. The dock looks dirty Lack of MCK facilities
7	Shipping Agents as well as Marunda TKBM Cooperative Daily Executors	Still worthy	Has met the standard	Loading and unloading equipment facilities Street lighting MCK facilities	Provide 24-hour service Facilitate with dock owners regarding night lighting if there are loading and unloading activities	There is no available stacking field Road access that is damaged and jammed. The dock looks dirty Lack of laundry facilities and latrines (MCK) The workers' rest area does not yet exist
8	Unloading Company	It is still feasible, but	Has met the standard	Loading and unloading	Provide 24-hour service	There is no available

No.	Informant	Topik				
		Eligibility of Marunda Port facilities	Standard of Marunda Port loading and unloading facilities	Facilities that support loading and unloading activities at the Port	The efforts of the Marunda KSOP Office to improve loading and unloading facilities at the Port	Constraints from port facilities on loading and unloading labor at ports
	Operational Officer	the condition of the physical environment of the port has not been maintained		equipment facilities Street lighting MCK facilities	Facilitate with dock owners regarding night lighting if there are loading and unloading activities	stacking field Road access that is damaged and jammed. The dock looks dirty Lack of laundry facilities and latrines (MCK) The workers' rest area does not yet exist
	Category	Facility maintenance has not received attention The condition of the port's physical environment that has not been maintained	Port standard in general is almost sufficient Requires improvement of facilities for the convenience of loading and unloading workers	Completeness of public facilities requires attention Still need complete loading and unloading facilities	It still requires socialization about the use of safety equipment. Supervision of loading and unloading activities at the port requires improvement	Port facilities need attention from port managers Procurement of work comfort facilities for loading and unloading workers.

Source: Author

By looking at the table above, it can be seen that each category of interview results about the condition of port facilities used in loading and unloading at Marunda Port, in accordance with the topic of the interview. Based on the above table, it can be seen that the category of Marunda Port facilities feasibility conditions, Marunda Port loading and unloading activity facilities, facilities that support loading and unloading activities at Marunda Port, efforts of the Port Authority and Port Authority Office in improving the loading and unloading facilities at Marunda Port as well as constraints of port facilities on the Loading and Unloading Workers at Marunda Port.

The policy model for improving smoothness, speed and safety in the implementation of loading and unloading of goods to and from ships in Marunda Port as shown above is a policy model that is carried out as a continuous development program simultaneously in the form of various activities as shown in the model. As well as a policy model for improving smoothness, speed and safety in carrying out the loading and unloading of goods from and to ships in Marunda Port as a continuous development program simultaneously in the form of various activities, is a policy recommendation to interested parties and is responsible for improving smoothness, speed and safety in carrying out the loading and unloading of goods from and to ships at the Marunda Port.

4. Gap Analysis

Based on the average score, the level of perceived satisfaction is the loading and unloading performance and the average expectation score which is of interest in improving the loading and unloading performance can be seen in the table below.

Table 6. Gap Analysis (Loading and unloading performance)

No.	Attribute	Satisfaction	Hope	GAP
1	The Unloading Workers Cooperative is perceived to be able to improve the loading and unloading performance of its members.	3,16	3,78	0,62
2	The Unloading Workers Cooperative is felt by its members to carry out cooperative duties well to be able to improve the loading and unloading performance of its members.	3,08	3,79	0,71
3	The Unloading Workers Cooperative can improve the economic welfare of its members to produce good loading and unloading performance.	3,02	3,79	0,77
4	The Unloading Workers Cooperative has evaluated the loading and unloading performance of its members.	3,04	3,77	0,73
5	The requirement for all loading and unloading workers to become members is the internal strength of the Unloading Workers Cooperative	2,89	4,23	1,34
6	Lack of coaching and attention to members is an internal weakness of the Cooperative Unloading Cooperative	2,70	4,35	1,65

7	The performance of the Unloading Workers Cooperative has not been as expected by its members.	2,80	4,24	1,44
8	The performance of the Unloading Workers Cooperative has not provided many benefits to its members	2,76	4,17	1,41

Source: Author

Based on table 6 the results can be seen that the biggest gap occurs in item 6, namely "Lack of guidance and attention to members is an internal weakness of the Cooperative Unloading Workforce". This shows that coaching and attention to members is the highest expectation expected by the management and members of the cooperative unloading workforce in an effort to improve the performance of the loading and unloading workforce.

Furthermore, GAP analysis on the Marunda Port Loading and Unloading Competency variable can be seen in the following table.

Table 7. Gap Analysis (Unloading Workforce Competence)

No.	Attribute	Satisfaction	Hope	GAP
1	The loading and unloading workforce has the competence or ability to carry out their duties and work	2,77	4,10	1,33
2	The loading and unloading workforce has certification as a loading and unloading workforce at the port.	2,81	4,26	1,45
3	Certification of loading and unloading workforce in accordance with the skills that should be owned by loading and unloading workers at the port.	2,79	4,25	1,46
4	The Unloading Workers Cooperative has implemented a program to improve the competence or work ability of its members.	2,80	4,34	1,54
5	The condition of the loading and unloading workforce is not as expected to produce a trained and skilled loading and unloading workforce.	2,81	4,22	1,41
6	The limited opportunity to get training is an obstacle experienced by the loading and unloading workers at the Marunda Port.	3,32	3,94	0,62
7	The Unloading Workers Cooperative has limitations in sending its members to train	3,25	3,84	0,59
8	The competency improvement program or the ability of its members has not been fully implemented by the Cooperative Unloading Workforce.	3,33	3,82	0,49

Source: Author

Based on table 7, it can be seen that the biggest gap occurs in item 4, namely "Cooperative Unloading Workers have implemented competency improvement programs or work abilities of their members". This shows that the implementation of the competency improvement program carried out by the Cooperative Workforce of the Loaded Workforce is not in accordance with the expectations of the management and members of the cooperative of unloading workers in improving the ability of its members.

The results of the GAP analysis for the Marunda Port Facility variable can be seen in table 8 below.

Table 8. Gap Analysis (Marunda Port Facility)

No.	Attribute	Satisfaction	Hope	GAP
1	The condition of Marunda port facilities has not provided comfort for activities in the port environment.	3,29	3,76	0,47
2	The loading and unloading facilities at Marunda port have not provided comfort for the implementation of loading and unloading activities.	2,56	3,96	1,40
3	The supporting facilities for loading and unloading activities are not yet owned by Marunda port.	2,66	4,07	1,41
4	The Kesyahbandaran Office has not been able to meet all the needs of Marunda port facilities.	2,55	4,09	1,54
5	Marunda port facilities require improvements to existing facilities and add the necessary facilities.	2,51	4,07	1,56
6	Completeness and perfection of port facilities can increase loading and unloading activities at Marunda port	2,52	4,08	1,56
7	Limitations of port facilities reduce the convenience of loading and unloading workers to carry out their work	3,32	3,77	0,45
8	Limitation of port facilities is an obstacle to increasing the performance of loading and unloading at Marunda port.	3,24	3,69	0,45

Source: Author

Based on table 8 the results of the gap analysis of Marunda Port Facility above, it can be seen that the biggest gap occurs in items 5 and 6, namely "Marunda port facilities require improvement of existing facilities and add the necessary facilities" and "Completeness and perfection of port facilities can increase loading and unloading activities at Marunda harbor ". This shows that refinement of existing facilities and adding necessary facilities as well as

completeness and perfection of port facilities is highly expected by management and members of the Unloading Workers Cooperative in increasing the loading and unloading activities at the Marunda Port.

5. Important Performance Analysis (IPA)

Important Performance Analysis (IPA) is done to determine which factors need priority and are ignored by management. This analysis consists of 4 parts which are bounded by two lines that intersect perpendicular to the average X point and average Y.

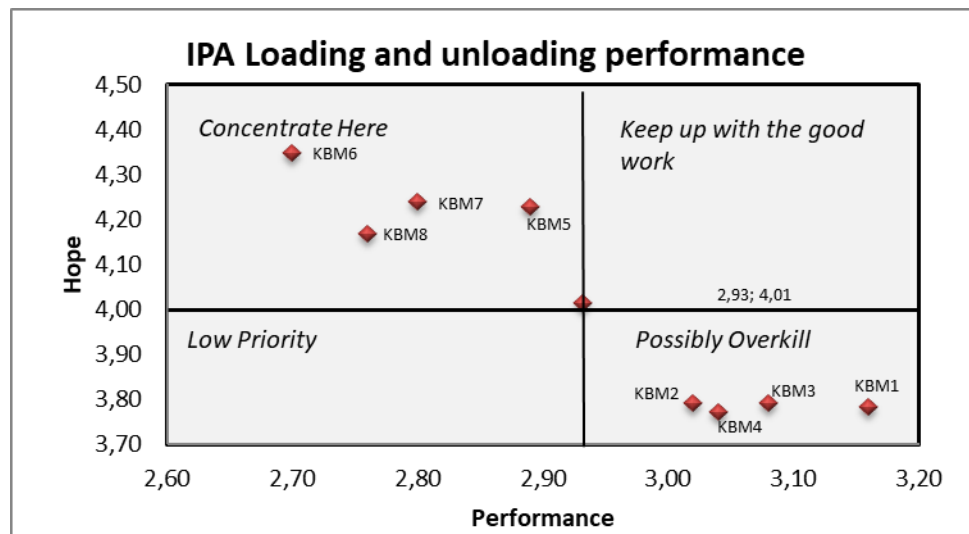


Figure 3. IPA Variable Loading and Unloading Performance

Source : Author

IPA Analysis of Unloading Performance variable In the picture above, it is known that KBM1, KBM2, KBM3 and KBM4 are in the excessive quadrant which means that they are less important factors for loading and unloading workers, while KBM 5, KBM6, KBM7 and KBM8 are in the priority quadrant main.

Thus, the main priority of management is to improve the performance of loading and unloading workers in Marunda Port, North Jakarta, namely: 1) The requirement for all loading and unloading workers to become members, this is

because it is the internal strength of the Unloading Workers Cooperative (KBM5); 2) Guidance and attention to members, this aims to increase the internal strength of the Unloading Workers Cooperative (KBM6); 3) Improve the performance of the Unloading Workers Cooperative, so that it is in line with the expectations of its members (KBM7); and 4) Providing a lot of benefits to its members, this aims to improve the performance of the Cooperative Unloading Workers (KBM8).

Meanwhile, Important Performance Analysis (IPA) on the Labor Competency variable is as follows:

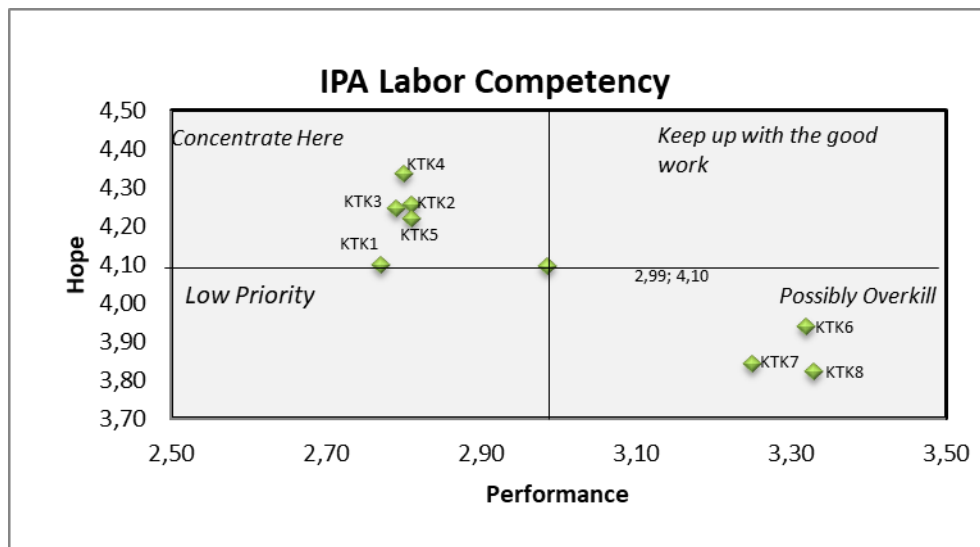


Figure 4. IPA Variabel Kompetensi Tenaga Kerja

Source : Author

The IPA analysis of Labor Competency variables in the figure above, in addition to the KTK6, KTK7, and KTK8 in the upper quadrant are very important factors for loading and unloading workers. Whereas KTK1, KTK2, KTK3, KTK4, and KTK5 are in the main priority quadrant.

Thus, the main priority of management is to improve the Competency of Loading and Unloading Workers in Marunda Port, North Jakarta, namely: 1)

Unloading workers must be able and improve performance for their jobs and jobs (KTK1); 2) The deadline for loading and unloading work must have a certificate as a loading and unloading force at the port (KTK2); 3) Certification of loading and unloading workers must be in accordance with the capabilities carried out by loading and unloading workers at the port (KTK3); 4) Carry out programs to improve the ability or work ability of its members (KTK4); and 5) Produce excluded and skilled stevedoring workforce.

Important Performance Analysis (IPA) in the Port Facility variable as follows:

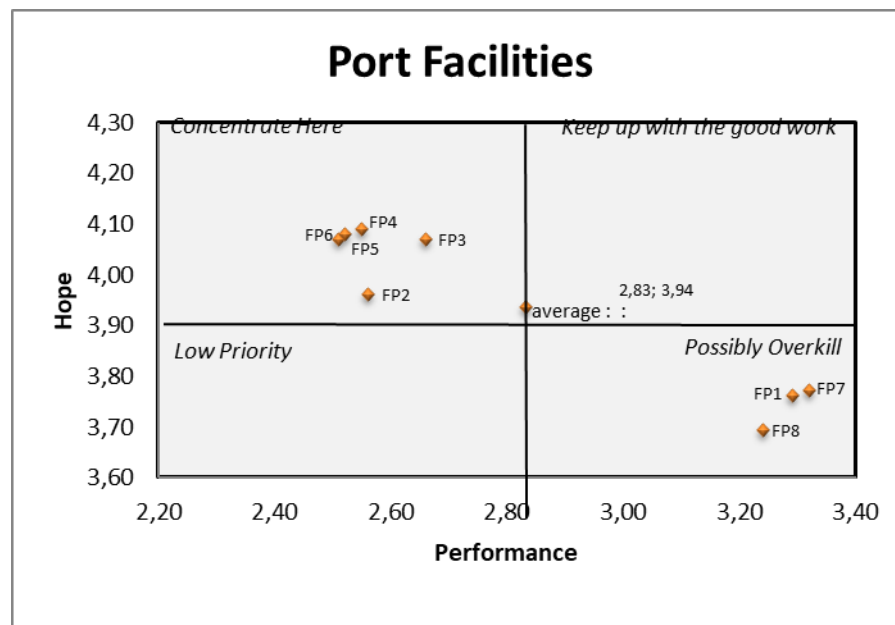


Figure 5. IPA Variabel Fasilitas Pelabuhan

Source: Author

IPA analysis of Port Facilities variable in the picture above, it is known that FP1, FP7 and FP8 are in excessive quadrants which means that they are less important factors for the loading and unloading workforce. While FP2, FP3, FP4, FP5 and FP6 are in the main priority quadrant.

Thus, the main priority of management to improve facilities in Marunda Port, North Jakarta is: 1) Providing convenience for the implementation of loading and unloading activities (FP2); 2) Providing supporting facilities for loading and unloading activities (FP3); 3) At the Kesyahbandaran Office together the Port Business Entity should be able to fulfill all the needs of the Marunda Port facility (FP4); 4) Refining existing facilities and adding necessary facilities (FP5); 5) Adding completeness and perfection of port facilities (FP5).

Conclusion

By paying attention to the discussion that has been done, some conclusions can be drawn between the following as follows:

1. The performance of loading and unloading of Marunda Port towards efforts to improve the performance of Unloading Workers in Marunda Port is considered not in accordance with the expectations of service users, thus the level of conformity between performance and expectations has not been achieved. This can be seen from the results of the GAP analysis, which in large part shows a considerable difference between expectations and performance.
2. Competence of the Unloading Workers of the Marunda Port has not been able to fully improve the performance of the Loading and Unloading Workers at Marunda Port. This can be seen from the results of the GAP analysis, which in large part shows a considerable difference between expectations and satisfaction of the management and members of the Cooperative Unloading Cooperative.

3. Marunda Port facilities still require improvements to obtain smoothness, speed and safety in the implementation of loading and unloading of goods from and ships in Marunda Port, it can be seen by the large GAP between expectations and satisfaction regarding existing Port Facilities in Marunda Port.

By paying attention to the discussion and conclusions that have been obtained, several recommendations are given as follows :

1. Efforts that can be made to optimize the suitability of loading and unloading performance include 1) increasing the synergy of all parties concerned with smoothness, speed and safety in carrying out loading and unloading of goods from and ships, 2) guidance of TKBM by relevant agencies, especially labor agencies and 3) institutional development of TKBM Cooperatives by cooperative institutions.
2. Efforts to improve smoothness, speed and safety in the implementation of loading and unloading of goods from and to ships that dock at Marunda Port dock, in accordance with the factual conditions of human resource competence in using loading and unloading equipment at Marunda Port, at least 1) designing a strategy enhancing TKBM competence through the synergy of TKBM Cooperatives and Port Managers and 2) conducting training of TKBM by all relevant agencies, especially labor agencies and cooperative institutions.
3. Efforts to improve Marunda Port facilities can be suggested, among others, 1) supervision of loading and unloading activities at the port by the port manager and 3) port facilities require attention from the port manager. The aim is for the smoothness, speed and safety in carrying out the loading and unloading of goods from and ships in the Marunda Port.

Considering the discussion and conclusions and recommendations outlined above, several policy implications are given below :

1. At the time of research at the Marunda Port, it was found that the loading and unloading performance level at Marunda Port towards the implementation of

the existing regulations was good enough, but the need to increase understanding of the regulation to the implementation instructions provided by the Marunda Port Authority and Port Authority office were 1) improvement synergy of all parties concerned with the smoothness, speed and safety in carrying out the loading and unloading of goods from and to ships in Marunda Port, 2) training of TKBM by relevant agencies, especially agencies of the Ministry of Manpower and Transmigration, Marunda Port Authority and Port Authority as well as service users in Marunda port and 3) institutional development of TKBM Cooperatives by agencies of the Ministry of Cooperatives and Small and Medium Enterprises, if they are not implemented then the workers will feel confused to carry out loading and unloading activities at Marunda port which causes a decrease in productivity. bag of loading and unloading activities at Marunda port.

2. At the time of the study found the level of competence of unloading and unloading labor workers so that the smoothness, speed and safety in carrying out loading and unloading of goods from and to ships that docked at Marunda Port dock was still not as expected, factual conditions of resource competence humans in using loading and unloading equipment at Marunda Port, at least 1) designing strategies to increase TKBM competencies through the synergy of TKBM Cooperatives and Port Managers and 2) developing TKBM by all relevant agencies, especially employment agencies and cooperatives, this condition will be very dangerous for the continuity of the Unloading Workers Cooperative organization and will lead to the failure to achieve the efficiency and effectiveness of loading and unloading activities at the Marunda Port.
3. Efforts to improve Marunda Port facilities can be suggested, among others: 1) supervision of loading and unloading activities at the port by the port manager or port operator, 2) port facilities require attention from the port manager or operator. The aim is for the smoothness, speed and safety in carrying out the loading and unloading of goods from and ships in the Marunda Port. 3) Continuous Improvement by using a four-step cycle, namely PDCA (Plan, Do,

Check, Act) carried out sustainably by Port Authority and Port Authority Marunda as the regulator so that the quality of stevedoring services can be more effective and efficient.

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