Maritime Human Resources Performance Analysis
Case Studies of Ship's Crewers

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Abstract
Different from work on land which is far from waves and storms, at sea climate and weather changes can occur at any time. If previously the weather was sunny, a few minutes later the weather could turn dark. Because the work is so hard, good performance is needed so that everything is fine. The research examined the crew of the Elbidu ship, totaling 30 people, using a survey approach. The results show that the performance of the crew both as a team and individually is good because the crew always maintains unity and increases their competence.

Keywords: performance, ship's crew

Introduction
It is common knowledge that the seafaring profession requires them to be far from their loved ones. Sometimes after being on holiday for a few days or weeks, sailors have to go to sea again for several months. This condition means they have to go through a lot of development at home. Sailors sometimes have to leave behind their unborn children or pregnant partners. Like it or not, sailors must abide by these rules because of responsibilities of their employment.

Fishing safety during shipping is a critical issue that affects every facet of the maritime industry. Knowledge of attitudes, values, and actions on the significance of shipping safety is an intrinsic component of the industry that is associated with workers in the field. Shipping safety concerns are often neglected, which raises economic and environmental costs including pollution, reduced output, and medical expenses. It can also result in unintended events and even tragedies. Weak human resources (education, knowledge, competence) may be the root of this low level of shipping safety.

The second risk is challenging nature. Different from work on land which is far from waves and storms, at sea climate and weather changes can occur at any time. If previously the weather was sunny, a few minutes later the weather could turn dark. The calm waves turned violent. This is why a sailor must understand the procedures for becoming a sailor in Indonesia and abroad. So they can protect themselves before then protecting others.

Until now, informal sector workers among fishermen have not received sufficient attention regarding their occupational health. The geographical conditions of Indonesia: an archipelagic country consisting of approximately
17,000 islands and 70% of them work as fishermen, so it is natural that the majority of coastal residents get complete health services (preventive, promotive, curative and rehabilitative) and implemented comprehensively in an integrated system[2].

The enactment of Law No. 17 of 2008, concerning shipping, has experienced many improvements in improvements that will increase harbormastership. And issue of safety and security in shipping is a big responsibility in ports since the most significant issue with ship accidents in the shipping industry is the competence of individuals performing harbormaster. In order to develop or decide policies that stakeholders can adopt, the research attempts to characterize the performance of human resources in the maritime industry.

**Performance**

Performance is derived from the terms "job performance" and "actual performance," which refer to an individual's actual work performance or accomplishments. Performance (or work achievement) is defined as the amount and quality of work results that an employee completes while doing his duties in compliance with the responsibilities assigned to him [4].

Dessler (2014) claims that performance is simply the job done, measured against predetermined benchmarks. Performance refers to the outcome or total degree of achievement of an individual during a specific completing activities in comparison to several alternatives, such as standards of work outputs, predetermined targets or goals, or mutually agreed-upon criteria. [6].

While Mathis & Jackson (2006) say that an employee's performance is essentially determined by what they do or don't do. All actions taken to raise an organization's or company's performance, including that of each employee and work group, are collectively referred to as performance management.

**Factors Affecting Performance**

Factors that influence performance include:

1) **Effectiveness and efficiency**: When an aim is eventually achieved, we can call an activity effective; nevertheless, if the intended results are not achieved, the activity assesses the importance of the results, which is enjoyable. Even when it functions effectively, it is regarded as inefficient. However, if the intended results are negligible or inconsequential, the activity is

2) **Authority (authority)**: Within an official organization, authority is the ability to communicate with other members and provide them instructions on how to do tasks based on their respective contributions...[7].

3) **Initiative**: Initiative is the capacity for original thought and inventiveness while coming up with plans for projects that align with company objectives.

4) **fatigue**: work fatigue has a very negative effect on performance. The more tired a team or workforce is, the more performance decreases ((Majore & Kalalo, 2018; Muizzudin, 2013; Setyowati et al., 2014)

5) **Competence**: The ability, knowledge and experience of a person or group has a positive influence on performance (Horstotte, 2013; JONG, 2010; Lamb & Shraiky, 2013; Langlois, 2020; Oh & Choi, 2020).

6) **Job satisfaction**: job satisfaction has a positive effect on performance the more satisfied a team or workforce is, the more performance will increase [13]–[15]

7) **OCB**: Organizational Citizenship Behavior (OCB) influences performance, the better the OCB, the better or increased performance [16]–[18]

**Performance Characteristics**

The characteristics of people or teams that have high performance are as follows (Mangkunegara, 2009):

1) Have high personal responsibility.
2) Dare to take and bear the risks faced.
3) Have realistic goals.
4) Have a comprehensive work plan and strive to realize its goals.
5) Utilize concrete feedback in all work activities carried out.
6) Look for opportunities to realize the plans that have been programmed.

**Team Performance**

Nurick & Thamhain pada 1999 explained, there are four specific variables that will influence the performance of a team so that it can achieve success, namely the leadership variable (leadership variables), variables related to tasks or work (task-related variables), relating to its members (people-related), and organizational or company variables (organizational variables) (Prieto, 2015). (Bubshait & Farooq, 1999) mentions factors influencing the quality and effectiveness of a team which are divided into four parts, namely: Variables related to leadership style, Variables related to tasks, Variables related to team members, Variables related to the organization or company.

A work team in a company can be defined as a group of people who interact with each other, psychologically have a sense of connection with each other and work together as a group. (Senior & Swailes, 2004). A work team can also be defined as employees who come from several different work divisions, such as finance, marketing, production or other specialist divisions of a company. (Sisaye, 2006). An effective work team has several characteristics, including working together to achieve company goals, having dependence and trust on each other and making decisions based on mutual agreement. (Rapp et al., 2014).

Team performance is the main determining factor and is often used as an indicator of a company's success (Stashevsky & Koslowsky, 2006). In order for a work group to run effectively, each group member should have their own duties and roles. Work roles (task roles) are efforts made by each group member so that all activities can be well coordinated. Apart from that, through clear work roles you will get new ideas and be able to solve problems well (Chong, 2007).

In research (Torrelles, 2011) understands teamwork competence as "a set of knowledge, skills and attitudes needed to work with other people in carrying out tasks and achieving common goals, sharing information, distributing tasks, taking responsibility, solving problems and contributing to collective improvement and development.

**Team Performance Measurement**

Dimensions for measuring team performance are six dimensions, namely (Robbins, 2006):

1) **Quality.** Work quality is measured by the team's perception of the quality of the work produced as well as the perfection of the task and the team's skills and abilities.
2) **Quantity.** It is the amount produced expressed in terms such as number of units, number of activity cycles completed.
3) **Punctuality.** It is the level of activity completed at the beginning of the stated time, seen from the point of coordination with the output results and maximizing the time available for other activities.
4) **Effectiveness.** It is the level of use of organizational resources (energy, money, technology, raw materials) that is maximized with the aim of increasing the results of each unit in the use of resources.
5) **Independence.** This is the level of independence of the team which will later be able to carry out its work functions.
6) **Work commitment.** This is a level of commitment which is a condition where the team establishes a relationship of attachment to work and the organization.

**Performance Benefits**

According to Rivai (2013) performance benefits basically include:

1) Improvement of performance, in the form of activities to improve employee performance.
2) Placement decisions, assisting in promotions, transfers and demotions in general.
3) To improve employee performance.
<table>
<thead>
<tr>
<th>Concept definition</th>
<th>Operational definition</th>
<th>Dimensions</th>
<th>Indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td>A group of people who interact with each other, psychologically have a sense of connection with each other and work together as a group [22]</td>
<td>Results of work carried out in groups</td>
<td>Quality</td>
<td>Be creative in your work to get the expected results</td>
</tr>
<tr>
<td>Team performance is the main determining factor and is often used as an indicator of a company's success company (Stashevsky &amp; Koslowsky, 2006)</td>
<td>Punctuality</td>
<td>Timeliness</td>
<td>Completion of works of art is often a problem/delay in time</td>
</tr>
<tr>
<td>Performance is the effort made by each group member so that all activities can be well coordinated (Chong, 2006)</td>
<td>Effectiveness</td>
<td>Effectiveness</td>
<td>Budget absorption has not been maximized</td>
</tr>
<tr>
<td>Independence</td>
<td>Independence</td>
<td>Independence</td>
<td>We do the work assigned to us ourselves</td>
</tr>
<tr>
<td>Work Commitment</td>
<td>Work Commitment</td>
<td>Work Commitment</td>
<td>We often ignore employment agreements</td>
</tr>
<tr>
<td>Productivity</td>
<td>Productivity</td>
<td>Productivity</td>
<td>The amount produced as much as possible exceeds the target</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Productivity</td>
<td>We are not concerned with the quantity of work produced, we are more concerned with quality</td>
</tr>
</tbody>
</table>
Results and Discussion
The research results are shown in table 2 which is the result of processing from distributing questionnaires that have been filled in by respondents.

Table 2. The research results were then analyzed to determine the performance of the KM Elibisu ship team

<table>
<thead>
<tr>
<th>Dimensions</th>
<th>Average performance</th>
<th>Performance implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality</td>
<td>Very satisfactory</td>
<td>Very good</td>
</tr>
<tr>
<td>Punctuality</td>
<td>Satisfying</td>
<td>Good</td>
</tr>
<tr>
<td>Independence</td>
<td>Very satisfactory</td>
<td>Very good</td>
</tr>
<tr>
<td>Effectiveness</td>
<td>Very satisfactory</td>
<td>Very good</td>
</tr>
<tr>
<td>Commitment</td>
<td>Satisfying</td>
<td>Good</td>
</tr>
<tr>
<td>Productivity</td>
<td>Satisfying</td>
<td>Good</td>
</tr>
</tbody>
</table>

From the results it is shown that performance is generally good, in this case there are several factors that make it good, on a ship team cohesion is a must because living on a ship is a small country that must be managed well. One of the factors in determining performance is stress and fatigue. According to [27] The results of the analysis show that there is a significant negative effect of fatigue on performance with a value of \(P=0\). There is an influence of work on performance with a value of \(P=0\). The combination of fatigue and work stress affects performance, so it is necessary to control stress and fatigue felt for better performance.

Another factor is OCB or organizational citizenship behavior that is implemented well will improve performance so that an organization always strives to increase OCB, leaders are very concerned about this behavior because it is very profitable for improving employee performance and satisfaction.[28]–[30]

Another thing that influences performance is competence. In several studies, it has been shown that competence has a great influence on performance, the better the competence, the greater the performance. [31]–[33]. Improving performance requires increasing competency, so further training and education is needed [34]–[36].

CONCLUSION.
In the research, the conclusion was obtained that the performance of the Elbisu ship's crew, both individually and as a team, was good because the Elbisu crew maintained team cohesion and always improved their competence.

References


