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EVALUATION OF IMPLEMENTATION OF PERFORMANCE STANDARDS IN SHIP SERVICE AT KENDARI PORT

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ABSTRACT

This study aims to determine and analyze (1) passenger assessment of performance in ship services at Kendari Port, and (2) application of performance standards in ship services at Kendari Port. The informants in this study were eleven people. The analysis tool used is the Analysis Interactive Model from Miles and Huberman, which divides the steps in data analysis activities into several parts, namely data collection, data reduction, data display, and data withdrawal. Conclusions or verification (conclusions).

Based on the results of the study it can be concluded that (1) Passengers' assessment of performance in ship services at Kendari Port is considered good, and (2) the application of performance standards in ship services at the Port of Kendari is under the performance standards of port operations according to Regulation of the Director General of Sea Transportation No. HK.103/2/18/DJPL16 concerning port operational service performance standards.

Keywords: ***Performance, Kendari Port***

INTRODUCTION

The success of the development of a region is strongly influenced by the role of transportation as the lifeblood of an area both in the political, economic, social, and cultural fields as well as defense and security. Development in the transportation sector which includes land, sea, and air is directed at the realization of a reliable and highly capable national transportation system. To achieve this, adequate facilities and infrastructure are needed to support the mobilization of people and goods throughout the country to increase national unity and integrity.

Sea transportation is a system that needs to be optimized to create an area that unites all regions in Indonesia because sea transportation is one of the factors that support the economy in Indonesia. Indonesia is one of the largest archipelagic countries in the world. This causes the role of shipping to be very important from an economic, social, governmental, security, and defense perspective.

Sea transportation makes a very large contribution to the world economy where the transportation of goods is an important part of the sea transportation business where more than seven billion tons of goods are sent by sea every year. the effectiveness of shipping operations will reduce operational costs which will have a big impact on both consumers and transportation service providers themselves. It should be noted that the contribution of sea transportation is becoming increasingly important because the cost incurred is the smallest compared to the cost of land or air transportation.

One of the means of sea transportation that has an important role in the sea transportation system is the ship. Ships are needed in carrying out various activities shipping, such as loading, and unloading of goods, passenger transportation activities, commerce activities, raw material transportation activities (crude oil, gasoline, gas, etc.), and defense activities of a country. For these activities to be carried out properly, they must be supported by supporting facilities, such as facilities at the wharf and port.

The port is one of the sea transportation infrastructures which is quite important for an archipelagic country like Indonesia in improving the country's economy. In the port itself, there are various kinds of services to expedite sea transportation activities. One of the most important services in a port is ship service. This shipping service covers from incoming ships to outgoing ships.

One of the services for the ship is the service pilotage and delay of the ship. Ship guidance and ship delay is an effort to maintain the safety of ships, passengers, and their cargo when entering the shipping channel towards the pier or port pool to dock or vice versa. The measurement of pilotage service standards in Indonesia uses the approaching time based on the performance standards of port operational services at the Directorate General of Sea Transportation. Approaching time itself is the number of hours used by the pilot and tug services since the ship moves from the anchor until the rope is tied at the moor or vice versa.

According to the Government Regulation of the Republic of Indonesia No. 61 of 2009, a port is a place consisting of land and waters with certain boundaries as a place for government activities and business activities used as a place for ships to lean on, board and drop passengers, and loading and unloading of goods, in the form of terminals and berths equipped with shipping safety and security facilities and port supporting activities as well as a place for intra- and intermodal transportation.

In developing the regional economy, Kendari City and its surrounding areas are supported by Kendari Nusantara Port as an integrated seaport operated by PT. Pelindo IV. Nusantara Kendari Port is the main port of entry and exit logistics for the growth of industry, trade, and other business segments in Kendari City. From an internal perspective, Nusantara Kendari Port is having problems with the ever-increasing number of ship visits, this increase has resulted in the need for port facilities also increasing. Meanwhile, the Kendari Nusantara Port area is not possible to expand because the area around it is a densely populated area, with shops, and warehouses.

Apart from external factors, the main and classic problem is the siltation that occurs in Kendari Bay. Next is the construction of the Kendari Bay Bridge (Bahteramas). The Kendari Bay Bridge is a transportation infrastructure that was built to connect the area that is mediated by Kendari Bay, with a free height under the bridge of only about 19 meters, of course, it will limit the size of ships that can enter the port area because the location of the bridge is in the Kendari Port shipping area. Vessel specifications were obtained from the Data Recapitulation of Kendari Harbor Ship Visits (KSOP Kendari, 2021), then selected as the planning ship for each type of cargo by considering the frequency of visits and carrying capacity.

Based on research conducted by several researchers regarding excellent service, we can see the results of research from Ramadhan, Willy Pratama, and Suwandi Saputro (2019) showing that the calculation results obtained that the ET/BT value in 2018 was 81% > 80%, that the service performance at the Pier D is very good and effective in carrying out loading and unloading activities in the field. For the BOR value in 2018 of 34.05% <70% with a pier length (486 meters), the BOR value in 2018 for the facilities at Pier D can still be used optimally.

The results of research conducted by John H. Frans, Rosmiyati A. Bella, and Rosmiyati A. Bella (2018) show that the Tenau passenger terminal is still not under the established minimum service standards for sea transport passengers. Based on the results of the study, it was obtained that the average interest and

satisfaction index values of service users for 42 service factor indicators were 3.01 percent and 4.32 percent respectively. Then from the results of this study, 10 service factors need attention according to passenger perceptions. The results of the interviews were then included in the SWOT quadrant matrix with the SO (Strengths – Opportunities) strategy, namely utilizing the strategic location of the Tenau port to increase economic growth.

LITERATURE REVIEW

Human Resource Management

Human resources are an important asset and play a role as the main driving factor in the implementation of all agency activities or activities, so they must be managed properly through Human Resource Management (MSDM). Human resource management, experts are as follows: According to Handoko (2014, p.4), human resource management is the withdrawal, selection, development, maintenance, and use of human resources to achieve both individual and organizational goals. Meanwhile, according to Hasibuan (2017, p.10), Human Resource Management is a science and art that regulates the relationship and role of the workforce so that it is active and efficient in helping the realization of company, employee, and community goals.

According to Mangkunegara (2013, p.2) Human Resource Management is the management and utilization of existing resources in individuals. The management and utilization are optimally developed in the world of work to achieve organizational goals and the development of individual employees. Based on some of the opinions according to the experts above, it can be concluded that human resource management is an effective and efficient management of human resources in a company so that it can help realize the goals of the company.

Harbor

Ports, Systems and Procedures, and Ships

A port is a place consisting of land and waters around it with certain boundaries, which is used as a place for government activities and economic activities (Hadi and Yulianni, 2016). Meanwhile, according to Law No. 17 of 2008, it is explained that a port is a place consisting of land and/or waters with certain boundaries as a place for government activities and business activities that are used as a place for ships to dock, board passengers, and/or load and unload goods, in the form of terminals and ship berths equipped with shipping safety and security facilities and port support activities as well as a place for intra and inter-modal transfers of transportation.

Port Performance

According to Ministerial Regulation Number 51 of 2015 concerning the Operation of Seaports, a port is a place consisting of land and/or waters with certain boundaries as a place for government activities and business activities that are used as a place for ships to dock, board passengers and/or unload. - loading of goods in the form of ship terminals and berths equipped with shipping safety and security facilities as well as port supporting activities.

Based on the Decree of the Director General of Sea Transportation Number UM.002/38/18/DJPL11 dated December 15, 2011, concerning Port Operational Service Performance Standards Article 1 Paragraph 4, operational service performance is the result of measurable work achieved at ports in carrying out services for ships, goods, utility facilities, and equipment within a specified period.

Port performance is the achievement of output or level of success of service, and use of port facilities and equipment in a certain period, which is determined in terms of time units, weight units, and comparison ratios. Based on the regulation of the director general of sea transportation number: HK.103/2/3/18/DJPL-16 concerning port operational service performance standards are standard results of each service that must be achieved by terminal or port operators in the implementation of port services including in the provision of port facilities and equipment. This is to be able to set the desired performance targets and assess the level of

performance achievement from the implementation of sea transportation activities compared to the target set for a certain period.

Port Operational Service Performance Standards

Operational service performance standard is the work result standard of each service that must be achieved by port operators in the implementation of port services including in the provision of port facilities. According to the Regulation of the Director General of Sea Transportation No. HK.103/2/18/DJPL16 concerning port operational service performance standards, namely as follows:

Table 1. Port Operational Service Performance Standards

No.	Parameter	Unit	Performance Standards
1	Waiting Time/WT	O'clock	1
2	Approach Time/AT	O'clock	2
3	Effective Time/ET and Berth Time (BT)	%	50
4	Receiving/ Deliverycontainer	tons	20
5	Berth Occupancy Ratio/DRILL	%	70
6	Shed Occupancy Ratio/SOR	%	65
7	Yard Occupancy Ratio/YOR	%	70

The assessment of performance achievers for each of the predetermined performance standards is as follows: For the assessment of Waiting Time, Approach Time, Berth Occupancy Ratio/BOR, Yard Occupancy Ratio/YOR, and Shed Occupancy Ratio/SOR, it is determined as follows:

1. If the achievement value is below the set operational service performance standard value, it is declared good;
2. If the achievement value is 0% to 10% above the value of the established operational service performance standard, it is considered good enough;
3. If the achievement value is above 10% of the established operational service performance standards, it is considered not good.

For the evaluation of Effective Time: Berthing Time, Loading and Unloading Performance, and Equipment Operation Readiness are determined as follows:

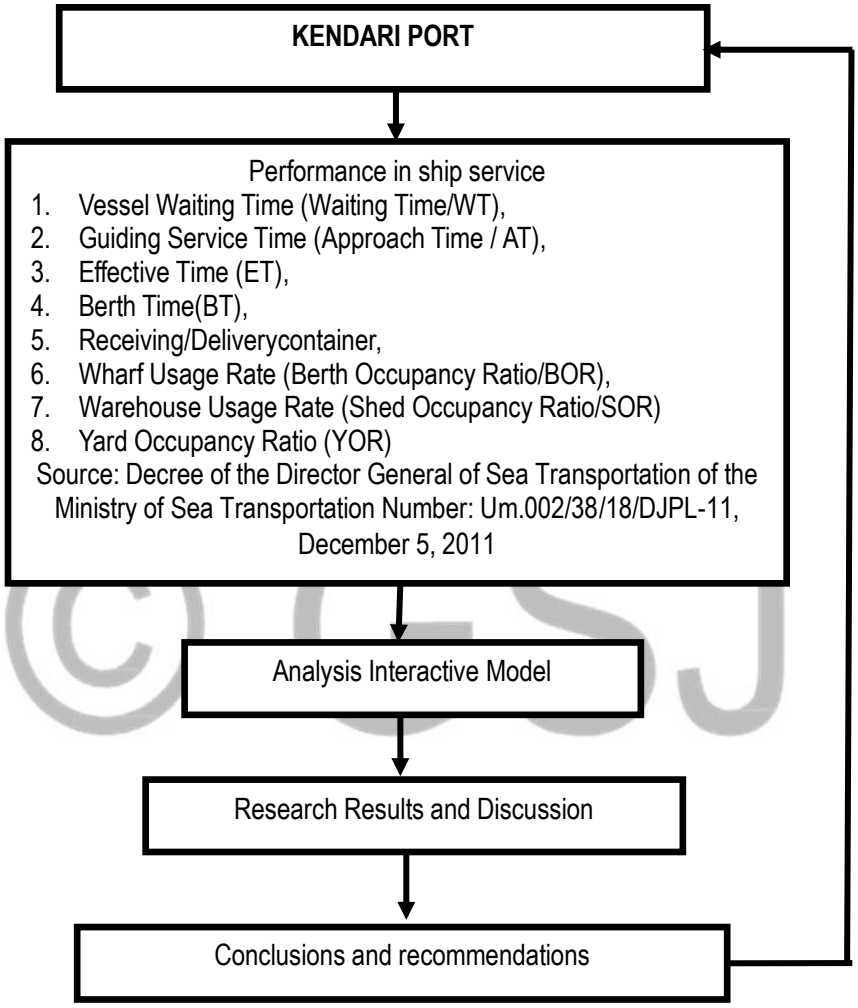
1. If the achievement value is above the set operational service performance standard value, it is declared good;
2. If the achievement score is 90% to 100% of the established operational service performance standards, it is considered good enough;
3. If the achievement value is less than 90% of the set operational service performance standards, it is considered not good.

Conceptual Framework

The city of Kendari and the surrounding area are supported by the Port of Nusantara Kendari as an integrated seaport operated by PT. Pelindo IV. Nusantara Kendari Port is the main port of entry and exit logistics for the growth of industry, trade, and other business segments in Kendari City. From an internal perspective, Nusantara Kendari Port is having problems with the ever-increasing number of ship visits, this increase has resulted in the need for port facilities also increasing. Meanwhile, the Kendari Nusantara Port area is not possible to expand because the area around it is a densely populated area, with shops, and warehouses.

Based on the explanation above, the research framework is:

Figure 1. Research Conceptual Framework



RESEARCH METHODS

Research Design

The method used in this research is the descriptive qualitative method. What is meant by qualitative research is research that is used to understand phenomena about what is experienced by research subjects holistically, and with descriptions in the form of words and language, in a special natural context by utilizing various scientific methods. (Lexy J. Moeloeng, 2011)

This research uses descriptive research type. According to Sugiyono (2012: 29), descriptive research is a method that functions to describe or give an overview of the object under study through data or samples that have been collected as they are, without conducting analysis and making general conclusions.

Research Informants

Informants are people who provide information and research background conditions. In qualitative research, informants or samples cannot be determined absolutely. This type of research is qualitative. The informants in this study were 11 informants namely Deputy Managers, Operations Section, Administration Section, Supervisors, RIP services, PIC PMS Kendari Branch, and SPTP Ops.

Data Collection Technique

The method used in collecting data in this study is as follows:

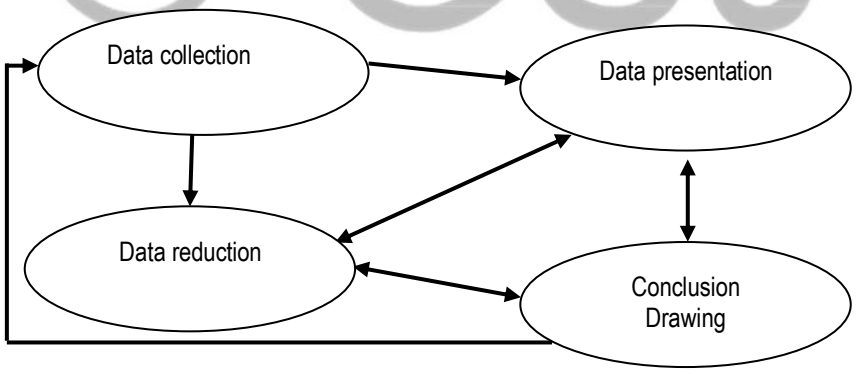
1. Interviews are conversations with a specific purpose. The conversation was conducted by two parties, namely the interviewer who asked questions, and the interviewee who provided answers to the question (Lexy J. Meleong, 2011: 186).
2. Documentation, namely collecting documents related to the Evaluation of the Application of Performance Standards in Ship Services at Kendari Port. This documentation is collated both obtained from drive portas well as from respondents.

Data Analysis Technique

To produce and obtain accurate and objective data according to what is the aim of this research, the data analysis used is a qualitative data analysis technique using context analysis from literature review and analysis of statements from interviews with informants.

Miles and Huberman in Sugiyono (2014: 19), argued that activities in qualitative data analysis must be carried out continuously until complete so that the data is saturated. Data analysis in this study was carried out at the time of data collection in a certain period. At the time of the interview, the researcher analyzed the answers interviewed. If the answers given by the interviewees or informants after being analyzed are felt to be unsatisfactory, the researcher will continue the questions again, up to a certain stage to obtain more credible data or information.

Figure 2. Components in Interactive Model Data Analysis



Source: (Miles and Huberman in Sugiyono, 2014:92)

To achieve the objectives of this study, the research stages are described as follows:

1. Identifying problems is followed by formulating problems and research objectives.
2. Conduct a literature review on ports, port operations, and port service performance indicator standards.
3. Collect data in the field by surveying to obtain an overview of the condition of the research object. The data collected is in the form of technical specifications and port service performance indicator values. Apart from that, data is also collected regarding the internal and external factors of the port which then become strength factors for development, weaknesses or obstacles to development, opportunity factors for development, as well as threat factors in carrying out port development.

4. Analyze the internal and external factors of the port as a benchmark for the value of port performance indicators.
5. Perform data processing by estimating the value of port service performance indicators (BOR, SOR, and YOR).
6. Comparing the value of port service performance indicators with standard port performance indicator values according to operational performance standards.
7. Make conclusions and suggestions based on the results of data processing.

RESEARCH RESULT AND DISCUSSION

Passenger Assessment of Performance in Ship Services at Kendari Port

The results of the study show that the assessment of passengers about performance in ship service at Kendari Port is considered good based on the results of interviews with 11 informants different ones that explain that implementation of performance standards in ship services at the Port of Kendari already good under the SLA (Service Level Agreement) and SLG (Service Level Guarantee), which refers to the port being commercially operated according to Regulation of the Director General of Sea Transportation No. HK.103/2/18/DJPL16 regarding port operational service performance standards and Regulation of the Director General of Sea Transportation No. HK.103/2/2/DJPL17 concerning guidelines for calculating the performance of port operational services.

Port performance can be used to determine the level of port service to port users (ships and goods), which depends on the ship's service time while in the port. High port performance indicates that the port can provide good service. (Triatmodjo, 2017).

Referring to the Decree of the Director General of Sea Transportation of the Ministry of Sea Transportation Number: Um.002/38/18/DJPL-11, December 5, 2011, concerning Port Operational Performance Standards, Directorate General of Sea Transportation, service performance indicators related to port services consist of ship waiting time (WT), pilotage service time (Approach Time/AT), Effective Time (ET), Berth Time (BT), Container Receiving/Delivery, level of wharf usage (Berth Occupancy Ratio/BOR)), warehouse usage rate (Shed Occupancy Ratio/SOR), and yard usage level (Yard Occupancy Ratio/YOR).

Operational service performance is the result of measurable work achieved by the port in carrying out services for ships, goods, and utilization of facilities and equipment, within a certain period, and unit. Operational service performance indicators are service variables, and use of port facilities and equipment, in this case, what is intended is for the service of dock facilities, yards, and warehouses. Performance indicators for seaport operational services based on the Director General of Sea Transportation for the Port of Kendari can be seen in the following table:

Harbor	Indicator	Standard Value
Archipelago	Waiting Time/WT	10-20 minutes
	Approach Time/AT	1 hour
	Effective Time/ET	4 hours
	Berth Time(BT)	24 hours/per day
	Receiving/ Delivery container	10-15 minutes
	Berth Occupancy Ratio/DRILL	75%
	Shed Occupancy Ratio/SOR	80%
	Yard Occupancy Ratio/YOR	80%
Harbor	**Indicator**	**Standard Value**
Bungkutoko	Waiting Time/WT	10-20 minutes
	Approach Time/AT	1 hour
	Effective Time/ET	4-8 Hours
	Berth Time(BT)	16 hours/per day
	Receiving/ Delivery container	10-15 minutes
	Berth Occupancy Ratio/DRILL	75%
	Shed Occupancy Ratio/SOR	75%
	Yard Occupancy Ratio/YOR	80%

Source: Primary data, 2023

Based on the table, shows that the performance of ship performance services at Kendari Port is under the specified operational performance standards, namely under the SLA (Service Level Agreement) and SLG (Service Level Guarantee).

The results showed that the evaluation of the application of performance standards in ship services at Kendari Port was measured by waiting time (WT), pilotage service time (Approach Time/AT), Effective Time (ET), and Berth Time (BT). Container receiving/delivery, wharf usage rate (Berth Occupancy Ratio/BOR), warehouse usage level (Shed Occupancy Ratio/SOR), and yard usage level (Yard Occupancy Ratio/YOR) are good.

The application of performance standards in ship services at the Port of Kendari is under the performance standards of port operational services according to the Regulation of the Director General of Sea Transportation No. HK.103/2/18/DJPL16 concerning port operational service performance standards.

The building area standard for service rooms based on the Regulation of the Minister of Finance of the Republic of Indonesia Number 248/PMK.06/2011 is 80 m2 for a building area with a visitor capacity of more than 100 people so that the area of the waiting room still meets the applicable regulations. The toilet area specified in the same regulation is 5 m2 for 25 visitors so at least four public toilet units are needed in the harbor waiting room.

The service in the port waiting room is not optimal because the waiting room with a building area of 200 m2 is only filled with several iron chairs which are partly damaged and uncomfortable to sit on. Public toilet facilities that were previously available in the waiting room, were closed by the port manager and were not functioning properly because there was no clean water network in the port waiting room. This condition makes it difficult for users of port services when they need a toilet and feel dissatisfied with the services provided.

The second form of service which is the main priority for steps to improve service quality is the availability of information on ship arrival and departure schedules in the form of written announcements and verbal announcements to prospective passengers.

This assessment is based on the lack of facilities for passengers in the waiting room such as seats, toilets, fans, ship schedule information boards, and telephone facilities that can be contacted. Passengers hope that the current service quality must be further improved to improve port service performance.

The results of this study are in line with research conducted by Mursalin, Meyzi Heriyanto, and Febri Yuliani (2021) showing that the Public Service Performance at the Port Authority and Class IV Bagansiapiapi Port Authority has been carried out accordingly. of the 14 (fourteen) indicators used according to Moeheriono (2012: 163), 13 (thirteen) indicators are good (as they should be) but there is one indicator that is not good, namely Environmental Comfort in this case related to the availability of existing facilities in the work area of Class IV Bagansiapiapi Port Authority Office (KSOP), namely Haling Island, Sinaboy, and BuluHala. And the factors that affect the performance of public services at the Class IV Bagansiapiapi Port Authority Office (KSOP) are on the Individual Factors namely Ability and Expertise, on the Psychological Factors are Attitude Factors,.

In line with the results of research conducted by Ramadhan, Willy Pramana, and Suwandi Saputro (2019) shows that the ET/BT value in 2018 was 81% > 80% that the service performance at Pier D was very good and effective in carrying out loading and unloading activities in the field. For the BOR value in 2018 of 34.05% <70% with a pier length (486 meters), then the BOR value in 2018 for the facilities at dock D can still be used optimally in its use.

Based on the research results show the passenger assessment of performance in ship service at Kendari Port is considered good in terms of operational performance standards according to the Regulation of the Director General of Sea Transportation No. HK. 103/2/18/DJPL16. Concerning the standard performance of port operational services and Regulation of the Director General of Sea Transportation No. HK.103/2/2/DJPL17 concerning guidelines for calculating the performance of port operational services at ports in commercial endeavors.

Application of Performance Standards in Services Ships in Kendari Harbor

The research results show that the implementation of performance standards in ship services at Kendari Port is under the SLA (Service Level Agreement) and SLG (Service Level Guarantee).

Based on the Decree of the Director General of Sea Transportation Number UM.002/38/18/DJPL11 dated December 15, 2011, concerning Port Operational Service Performance Standards Article 1 Paragraph 4, operational service performance is the result of measurable work achieved at ports in carrying out services for ships, goods, utility facilities and equipment within a specified period.

Referring to the Decree of the Director General of Sea Transportation of the Ministry of Sea Transportation Number: Um.002/38/18/DJPL-11, December 5, 2011, concerning Port Operational Performance Standards, Directorate General of Sea Transportation, service performance indicators related to port services consist of ship waiting time (WT), pilotage service time (Approach Time/AT), Effective Time (ET), Berth Time (BT), Container Receiving/Delivery, level of wharf usage (Berth Occupancy Ratio/BOR)), warehouse usage rate (Shed Occupancy Ratio/SOR), and yard usage level (Yard Occupancy Ratio/YOR).

The application of performance standards in ship services at the Port of Kendari is under the performance standards of port operational services according to the Regulation of the Director General of Sea Transportation No. HK.103/2/18/DJPL16 concerning port operational service performance standards.

Based on the application of port operational service performance standards, a port development strategy is deemed necessary. The development strategy in question is an expansion of infrastructure development with the implementation of the following policies:

1. Increasing Investment (Government) in Infrastructure.
2. Increased expansion of infrastructure capacity.
3. Equitable access to infrastructure services.

The port infrastructure development strategy is based on this typology, the development strategies are general, including the following:

1. Improving HR capacity and institutional strengthening to improve port operational performance,
2. Improving port infrastructure (quantity and quality) to increase port competitiveness,
3. Developing partnerships (government, private, and community) in port infrastructure development,
4. Creation of a conducive climate for increased investment, social, economic activities, and regional development.

Strategies that are specific or specific are:

1. Improve warehouse support by creating a new, better warehouse.
2. Provide loading/unloading equipment
3. Improve clean water support.

Infrastructure in a very broad context refers not only to the number of accommodated containers, cranes, and terminal areas but also the quality of cranes, the quality and effectiveness of information systems, the ability to integrate intermodal transport (roads and rail), and port system management. Besides that, waiting room facilities, toilets, and docks.

Research Limitations

The results of this study have provided several findings, but there are still some things that need to be studied further. This condition is strongly influenced by several things which indirectly become limitations of the research, namely:

1. This research resulted from the use of interviews with direct face-to-face contact between information seekers and information sources. This will cause problems if the information provided is different from the actual situation.

2. This research was only conducted based on cross-sectional data, which means that the data was obtained from a certain time or only behavior at the time of research while the research object only focused on Kendari Harbor In the future, this can be done on a wider scope.
3. The number of informants used in this study is still limited, namely 11 informants from the parties Kendari Harbor and Office Kesyahbandaran and Kendari Class II Port Authority therefore further researchers can increase the number of informants, analyze a wider location and quantitative analysis approach to examine the causality relationship between variables.

CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the results of research conducted by researchers about "Evaluation of the Implementation of Performance Standards in Ship Services at Kendari Port" it can be concluded that the assessment of passengers' performance in ship service at Kendari is Port considered good and the implementation of performance standards in ship services at Kendari Port is under port operational service performance standards according to Regulation of the Director General of Sea Transportation No. HK.103/2/18/DJPL16 concerning port operational service performance standards. This can be seen from the following interview results:

1. Ship waiting time (Waiting Time/WT) is approximately 10 minutes to 1x24 hours and there are 2 types of mooring application processes, namely manual and online (Vesspa) if online submissions can be via Inaportnet to the Kesyahbandaran and Port Authority Office Class II Kendari then to the Vessp4 application and PHINISI to PT. Indonesian Port (pelindo) to find out which ships will be plotted to dock according to the agreed queue of ships.
2. The time specified is under the estimated time that has been applied, namely a maximum of 4 hours, and the agreement made under Protap refers to SLA, SLG.
3. The length of service speed at the container terminal is calculated from the time the conveyance enters until the means of entry and exit are recorded at the entrance and exit, namely 10 minutes to 15 minutes.
4. The ratio of time between the time of use of the wharf and the time the wharf is ready for operation in a certain period is expressed as a percentage that is equal to 75% as well comparison between the number of equipment ready for use with the number of equipment available within the specified period that is equal to 80%.
5. The comparison between the amount of stacking warehouse space used and the available stacking warehouse space which is calculated in units of tons per day is 35 tons per day.

Suggestion

Based on these conclusions, the researcher provides several suggestions, namely:

1. It is hoped that the Port of Kendari will more expansion of infrastructure development such as warehouses and terminals in addition to repairs seats, toilets, fans, ship schedule information boards, and telephone facilities that can be contacted, increasing HR capacity, and increasing clean water support.
2. For further research interested in studying similar aspects, namely the application of performance standards in ship services in ports that have not been commercially cultivated, and are expected to develop this research and conduct analysis on a wider location and a quantitative analysis approach to examine the causality relationship between variables.

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