



Classification of Seafarers' Human Resources Based on Interview Results at PT. Jasindo Duta Segara

Wawan Helmawan¹⁾

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Universitas Pamulang, Indonesia

E-mail: wawanhelmawan@gmail.com

Abstrak: Efforts to improve the quality of seafarers' human resources (HR) are part of the implementation of effective and efficient human resource management in achieving organizational goals. PT. Jasindo Duta Segara is a company engaged in the field of crew manning agency, which continues to strive to improve the quality of its seafaring human resources. The problem with the poor performance of seafarers' human resources is based on a lack of good quality control of knowledge, work skills on board and ability to communicate in English. This causes the company's performance to be considered poor in managing seafaring human resources by ship owners. One of the efforts to achieve good human resource management in improving the quality of seafarers' human resources is that it is necessary to classify seafarers' human resources based on the results of interviews at PT. Jasindo Duta Segara. The research was conducted using a qualitative descriptive method on the classification of seafarers' human resources, which was sourced from primary data on the results of the seafarers' HR entry screening interviews. The assessment classification is divided into 3 categories of marine human resource quality, namely categories A, B and C with certain criteria according to predetermined standards. The research was conducted based on the results of interviews with seafaring HR classifications in the period from May to October 2022. The results showed that from the results of interviews based on certain variables on 251 seafaring human resources, 77 people were classified as seafaring human resources, 17 people in category B and 18 people in category C. . Meanwhile, 139 seafaring human resources were rejected because they did not meet the criteria set by the company. Thus it can be seen, based on the results of the classification of the quality of seafarers' human resources in category A there are more than categories B and C. So this is expected to be positive feedback on the performance of seafarers' human resources from PT. large ship company grade A

Keywords: Human Resources, Sailors, Ship Agents, Classification, Interviews

INTRODUCTION

Human Resources (HR) is the main key to the success of an organization, because every organization will carry out management functions, especially in the field of HR. Organizational management will run well if a company carries out the functions of planning, organizing, staffing, leading and controlling [1]. The implementation of this management function is very important in achieving organizational goals, where the implementation function that originates from HR plays a major role as a cog in running the company. Companies or organizations will run well if they are run by good human resources. Based on the management function, the main thing in running a company is the planning function. Planning is an initial process in determining the work that must be carried out by a group to

achieve the goals set [2]. Planning is the main thing that must be determined in a company so that the goals to be achieved get optimal results. In addition, organizing plays a role in dividing work into smaller tasks, assigning tasks to people according to their abilities, allocating resources and coordinating them in the framework of the effectiveness of achieving organizational goals [3]. Meanwhile, in an effort to achieve organizational goals, it is necessary to carry out work carried out by HR (staffing).

Implementation of good HR management (staffing) functions will have a direct effect on the success of an organization. This happens because HR management is the main key in bringing up the right person in the right place or the right job at the right time (the right man in the right place or the right job in the right time). So if a company makes a mistake in implementing the HR management (staffing) function, then the work cannot go well. Efforts to manage human resources in a company must be carried out based on the type of company, such as PT. Jasindo Duta Segara is a company engaged in the field of crew manning agency that manages seafarers' human resources [4]. As a company that manages human resources, especially sailor resources, PT. Jasindo Duta Segara must be able to manage HR management well, where each marine resource has different expertise and educational background. So it is necessary to group seafarers' human resources according to their abilities. This grouping is also adjusted to the needs of the ship owner (ship owner) which refers to a different minimum standard. This standard depends on the size of the company and the type of ship, including the size of the ship.

In practice, there are challenges in the management of seafarers' HR management, in which the performance of seafarers' resources cannot meet the minimum standards of good work on ships that have high work standards. The result is that the work on the ship does not go well and will cause the ship's operations to not run smoothly. This will be a problem especially for ship owners which will cause complaints to the company. To prevent this and efforts to improve the quality of seafarers HR management at PT. Jasindo Duta Segara, it is necessary to have a classification system for seafaring HR capabilities when recruiting, especially during job interviews. The standard classification of seafaring HR performance is divided into 3 categories, namely A, B and C. These categories are differentiated based on the capabilities and experience of seafaring HR in accordance with the requirements or minimum standards of ship owners. Thus, if the human resources of seafarers working on the ship are in accordance with the category or standard desired by the ship owner, it is hoped that the ship's operations can run smoothly. Based on this background, it is necessary to carry out research on efforts to improve the quality standards of seafarers' human resources with the classification of personnel capabilities based on the results of interviews at PT. Jasindo Duta Segara. Thus it can be determined the quality of seafarers' human resources in accordance with the standards of each ship owner, so that ship operations can run well.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Human Resources is a very important factor in a company besides other factors such as capital. Therefore, human resources must be managed properly to increase organizational effectiveness and efficiency, this is one of the functions within a company known as human resource management (HRM) [5]. Based on this definition, it shows that HR management as a determinant of the implementation of various activities, policies and programs that aim to obtain labor, development and maintenance in an effort to increase organizational effectiveness. In connection with efforts to manage effective and efficient HR management PT. Jasindo Duta Segara made various efforts to improve the qualifications of its seafaring human resources. PT. Jasindo Duta Segara is a company engaged in the field of *crew manning agency*. A crew agency is a company that manages human resources for seafarers as crew members for companies or *ship owners*, both domestic and foreign. Until now, PT. Jasindo Duta Segara manages more than 1,000 seafarers who work for several shipping companies. The company cooperates with foreign ship owner companies, including those from Asian countries such as Korea, Japan, Singapore and Taiwan. In addition, the company also cooperates with domestic ship owner companies. The companies managed



include H-Line Shipping, STX Marine Service, Osaka Asahi Kaiun, World Marine, Evergreen, Cosmo SeaLand, SM Post, SK Shipping, D Marine Service, Hayama Shipping, SISM. Types of vessels managed include containers, cargo, tankers, gas and bulk carriers.

The organizational structure of PT. Jasindo Duta Segara consists of Directors and General Managers who oversee operational managers, financial managers, recruitment managers and education and training managers. As a seafaring HR provider company, PT. Jasindo Duta Segara has standard operating procedures in managing the HR management. This aims to ensure that every seafaring HR owned by the company is able to work properly in accordance with the knowledge and ability to work based on the type and type of ship. One of the efforts to maintain quality is carried out by classifying seafarers' human resources through interviews. Interview selection is an advanced stage for a seafaring HR who will work for a ship owner company. This stage is a continuation after seafaring human resources are declared to have passed the application selection and written selection stages. The interview stage is used to assess knowledge both theoretically and practically, ability to work and language. Interviews were conducted at each position of the ship's crew both at officer and rating levels. The interview assessment of knowledge and performance skills was carried out based on reference to the *Crew Evaluation System* test (CES test). The Crew Evaluation System or CES test is a complex test that aims to determine the basic knowledge of seafarers as determined by the *Standards of Training Certification and Watchkeeping* (STCW) Convention. The CES test was developed in 1995 in Norway and an online version appeared in 2010. This test is very well known in the seafaring world and has been used by more than 350 companies worldwide. CES is recognized as one of the most difficult exams, structured in English, and contains questions on grammar, understanding of English and knowledge of marine terminology [6]. In addition, to test the English skills of HR seafarers, the interview test uses a reference based on the *Marlins Test for Seafarers* (*Marlins Test for Seafarers*). The *Marlins* test for seafarers is a test that is usually carried out by all shipping agencies and seafarers to test the English language skills of their candidates. The questions in this test consist of *Listening, Grammar, Vocabulary, Time and Number, and Reading* [7].

Research on the management of seafarers' human resources has been carried out before, including on the mechanism for *replacing ship crews* to facilitate *crewing management* at PT. Jasindo Duta Segara conducted by Nur Rohmah et al, stated that there were several obstacles to the *replacement crew* at PT. Jasindo Duta Segara which resulted in an unfavorable assessment of *crewing management* [4]. In addition, in the research of Ria Widianingrum et al, regarding the effect of *pre-joining* on the motivation and impact of ship crew performance at PT. Jasindo Duta Segara, shows that education and training have a positive effect on motivation but have no effect on seafarers' performance [8]. Meanwhile, according to Dessler, performance appraisal is part of an employee's job evaluation of his performance standards. Performance appraisal is a way of measuring the contribution of individuals (employees) to the organizations where they work [1]. In contrast to the research conducted by Siska Marlina et al, which stated that efforts to increase the expertise and professionalism of shipping human resources can be done through education and training [9]. Thus, this can be used as a consideration for conducting further research related to improving the quality of seafarers' human resources at PT. Jasindo Duta Segara with a different method. Considering that education and training are theoretically the basis for increasing the knowledge and performance capabilities of human resources. Another method referred to in this study is to classify seafaring human resources based on interview results. Classification is used to narrow the scope of seafaring HR quality standards, resulting in smaller research variables. The initial hypothesis in this study is that the achievement of a good seaman HR quality value according *grading* to the predetermined ship This is influenced by the level of knowledge and work ability of a seafaring HR.

METHODS

The research was conducted using a qualitative descriptive method to describe and describe the existing problems and analysis of the resulting data. Sources of research data

in the form of primary and secondary data sources. The primary data source was obtained from the results of interviews with seafarers at PT. Jasindo Duta Segara. Meanwhile, secondary data was obtained based on references to the results of previous similar studies conducted by other parties as supporting data to strengthen the analysis of the results of the research conducted. The data collection method was carried out based on the results of direct interviews from the quality control management division of PT. Jasindo Duta Segara to determine the qualifications of seafaring HR personnel. Primary data was taken during the research period from May to October 2022 with a total of 251 personnel. Determination of qualifications for seafaring human resources is carried out through interviews by dividing the criteria for seafaring human resources into 3 categories.

Classification for each category of seafaring human resources is based on the category of the size of the ship and the ship companies that will use seafarer HR services from PT. Jasindo Duta Segara. The interview method given in classifying seafaring human resources in category A requires seafaring human resources to have good English skills, experience working on ships with foreign routes and having work experience with seafaring human resources from other countries on board at least twice. In addition, seafaring human resources must have the ability and knowledge in accordance with the standards set by the ship owner or company. If seafarers are new crew members, they must have at least 2 years of experience working on the same type of ship. Overall seafaring HR in category A, must have a minimum score of 80 for knowledge, skills and ability to speak English.

In category B, the standards of ability and knowledge that seafarers must have are almost the same as category A. However, category B does not require seafarers to have experience working with foreign seafarers, but priority will be given to those who have experience with foreign seafarers. at least once. In category B, the majority of human resources for sailors and ship owners come from Indonesia, so they communicate using Indonesian. The application of a good cooperative culture can also be applied in category B ships, so that significant problems rarely occur on board. The standard of proficiency in English is lower than category A, but it is expected that category B seafarers can understand and be able to communicate in English well. The standard minimum interview score in this category is 75, both for knowledge and English skills.

Category C is the criterion for HR seafarers with the lowest standard of qualification, in which in this category the English language ability of a HR seafarer can be lower than categories A and B. However, the minimum standard stipulates that crew members must understand job instructions and be able to speak English at an appropriate level. very low. Ship HR knowledge and skills can be lower than categories A and B, but must still know basic knowledge at work. Work experience is permitted even if only coming from Indonesian shipping routes. The minimum score that must be achieved by category C seafarers is 70, both for knowledge and English language skills.

Assessment of the qualifications of seafarers based on interviews using PT. Jasindo Duta Segara which has been adjusted to ship company standards [10]. The reference for assessing the English language ability of seafarers is determined based on the Marlins Test for Seafarers [11]. While the technical assessment of the work ability and knowledge of seafarers is based on the interview scores of the quality control management division of PT. Jasindo Duta Segara and CES tests [6,12].

RESULT AND DISCUSSION

Until now PT. Jasindo Duta Segara manages seafaring HR management for more than 1,000 ship crews spread across several ship-owning companies, both on foreign and domestic shipping routes. In general, when viewed from their education, seafaring human resources are divided into two categories, namely shipping officers (officers) and ratings (ship crew).

As a crew agency company, PT. Jasindo Duta Segara continues to strive to maintain and improve the quality of its seafaring human resources, including by tightening entry screening through recruiting ship crew and interviews. These requirements are listed in the Crew Recruitment at PT. Jasindo Duta Segara. The stages of recruiting ship crews are

considered insufficient to guarantee the quality of a marine HR, considering the performance background of a seafaring HR is not only assessed from the education and completeness of the required related documents. Therefore, the interview is a tool to assess the depth of knowledge, experience and performance profile that has been obtained before. Apart from being conducted on an applicant for a new ship's crew, the interview also applies to old crew members who have received promotions to a higher level of position or a change in a larger ship category. Interviews were conducted in 2 stages, namely interviews with general and technical material in accordance with the position of each ship's crew. In-depth interviews were carried out based on the required standards with general material and technical specific material according to the position and the results of the interview assessment could not be displayed because they were confidential.

Interview evaluation also showed that position level and educational background had a good correlation. Apart from being based on previous work experience, the education and training possessed by the ship's crew greatly influences knowledge and determines the success of interviews with high scores according to the standards in Table 1 and Table 3. Thus the results of the classification of seafaring human resources based on interview results show effective results to support seafarers HR management at PT. Jasindo Duta Segara according to grading and shipping routes. The results of the classification are expected to be able to apply well in the shipping industry and be comparable to the quality of performance that will be provided by PALUT HR according to that category.

CONCLUSIONS

Classification Seafarers' resources based on interview results are an effective step in implementing HR management at PT. Jasindo Duta Segara. This classification is able to produce seafaring HR categories according *grading* set by the ship owner company. Of the 251 research samples tested based on interviews, the results showed that the percentage of crew members in category A was higher than in categories B and C. These results are expected to be positive feedback on the performance of seafaring human resources from PT. large ship company *grade A*

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