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Implementation of career development to improve throughput port Tanjuk Priok (State owned enterprise)

Danny Tarigan

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WORLD MARITIME UNIVERSITY
Malmo, Sweden

THE IMPLEMENTATION OF CAREER DEVELOPMENT TO IMPROVE THROUGHPUT PORT TANJUNG PRIOK (STATE OWNED ENTERPRISE)

by
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Indonesia

A paper submitted to the Faculty of the World Maritime University in partial fulfillment of the requirements for the awarded of
MASTER OF SCIENCE DEGREE in
GENERAL MARITIME ADMINISTRATION

The content of this paper reflect my personal view and are not necessarily endorsed by the University

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Date: 31 October 1989

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ACKNOWLEDGEMENT

I would like to express my gratitude to GOD for giving me the opportunity to complete my studies at World Maritime University and to my country Indonesia. The author also expresses his appreciation to all those who provided him with the encouragement, guidance and information directly or indirectly, that made it possible to complete this paper.

- To all personnel and staff of World Maritime University

- To all permanent and visiting professors who try to transfer their knowledge and experiences for the benefit of international maritime life and world cooperation

- To the administration and bodies where I have been attached during field trips and on the job training especially to Transport Canada

- To Prof. J. Mlynarczyk, Course professor of General Maritime Administration, Prof. Pierre Houssin and DR. Carlos Moreno MericaChevarria for their patience, understanding and advise in the development of my study and this present paper.

My deepest appreciation and thanks go to my wife and my children who have patiently supported with hope and prayers. And to my beloved oldest brother who now rest in peace.

Malmo, Sweden, 15 November 1989

Danny Tarigan
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THE IMPLEMENTATION OF CAREER DEVELOPMENT
TO IMPROVE THROUGHPUT PORT TANJUNG PRIOK
(STATE OWNED ENTERPRISE)
Chapter 1

INTRODUCTION

1. Abstract

Career development is a new concept in the field of human resource management. It was in the 70s that managers, employees, scholars and public policy makers concerned with improving quality of working life, introduced it. Employees, men and women especially possess high school certificate have great desire for meaningful jobs, increase personal freedom and look better future opportunities. From this area, employees have adopted a different orientation of their career, with the essence of new thinking, self determination and personal view of success. This way of thinking is called PERSONAL FULFILLMENT CAREER ORIENTATION.

Traditionally, people determine career success as having a job with good salary, high occupational status and opportunity to moving up into position of greater responsibility, pay, influence and prestige. The way of thinking above is obviously still going strong among the employees and job seekers, particularly in the country where rate of unemployment is relatively high. Other condition and reason is that the position and the power in which the employee appointed may subsidize the low wage through particular regulation and procedure.

From the first National Development Five Year Plan in 1969-1974 until the year end of the fourth NDFYP in 1989 the government of Republic of Indonesia was fully
concerned about the improvement of transport and gave priority to maritime sector.

There has been massive expenditure to furnish, extend and build infra and super structure of ports facilities and a number of national fleets.

Port Tanjung Priok (State owned enterprise II), PERUMPEL II for short, has a key role position for national economic development in the present and in the future.

The area of operation of the corporation lies in the centre national economic activities.

Port Tanjung Priok itself is the most important and the largest national port, serving domestic, regional and international trade. The other 18 ports under the management of PERUMPEL II some are involved with international market and the most are serving local and region economic markets.

Nevertheless, nearly 65 million people live around these ports. A rapid growth of industrial and manufacturing agriculture, mining and forestry have to be anticipated in improving port services and facilities.

Port development program not only relates with physical improvement such as berth, shed, mooring and handling facilities, but involves administration procedure, organization and human resource development program. Dealing with human resource program, the personal management concerning with organization's needs has established education and training program. The objective is to increase skills and knowledge of employees needed for new task and responsibilities. But this program mainly occurred and organized by the organization to fulfill the current and future needs and activity.
Career development concept that may suggest to be applied at PERUMPEL II, taking into consideration, the ability and the personal desire of the employee to improve and to increase his own ability and capability which relates to career success. And career success is a personal self fulfillment orientation in the field he envisage. It is a self motivation which is very important for organization to achieve goals and objectives and to survive.

2. Scope and terminology

- Unemployment is one of the greatest problems in developing countries, also in Indonesia with number of population about 175 million. The government policy rises employment phenomena as the main important issue of national development program to be settled.

- Port improvement policy as part of sea communication development program has a strategic role in supporting the growth of other sectors of global national economic improvement.

- Port throughput usually is measured with total tonnage of loading and discharging of cargoes and number of vessels come into port.

- Data of input and output of port throughput is used only as given information. The increasing of it is the result of port facilities improvement.

- A study report of Management Institute of Economic Faculty of Indonesia University recommended about the
restructuring and simplifying the organization of PERUMPEL II and reducing work forces, to make the operation of the corporation more efficient.

That recommendation is contrary to government policy to provide and to create more job opportunities.

The role and the capacity of ports are still increasing to fulfill services demand by the customers. Logically, it means that port organization will be growing up.

- Career development in human resource planning analysis will lay more emphasized about career planning. Personal fulfillment career orientation or self actualization is the main reason of the people to carry the task. Employee career success is a personal freedom, self determination and as a personal view of success.

Organization orientation means that employee career success measurement depends on having good salary, having high occupational status and moving up to a greater responsibility and prestige.

- The objective to increase port throughput in the future does not appear in statistical data but only as personal assumption. Stimulating personal fulfillment career orientation and job satisfaction is a great motivation for employee to do their task well. This is the key function of management in the final achievement of human resource program.

- PERUMPEL II is one of the four port state enterprises, managing 19 ports authority, including Port Tanjung Priok.
3. Methodology

The approach of this study is through human resource outlook, one of the three main aspects in management. As a scientific research, human resource study is quite new compared with other science fields.

The role of ports cannot stand individually, but it is interdependent with other aspects such as political, economic policy, national and international circumstances. This makes the study quite elaborate and brief through national policy, economic and legal aspects.

The study has been carried out mainly by means of library research, interview and field research during several on the job training program activities.

Without any experience in personal management but mostly through suggestions during class lectures by our very emanates professors, I adopted this case study though it is not an elaborate analysis.

Maps, tables and annexes have to be added to illustrate the description.

4. Content

To make it easier in interpreting and absorbing the contents of this paper it is divided into five chapters.

First chapter, is dealing primarily with the introduction and abstraction of the idea, the problem and the solution.
that could be defined when the idea is applied. 
In this chapter is also described the scope and 
terminology, to give limitation and interpretation of the 
topic. How the methodology, how to cultivate and collect 
all resources. 
It is written in brief the content of the paper, which has 
been classified from general information especially 
managing the topic of the subject.

Chapter two, is concerned with the presentation of the 
country in short, described about social, economic, geo-
graphy and its national five year development planning 
that become as a benchmark for all of development 
program. The substance of PERUMPEL II is explained in 
this chapter as a centre of observation.

Chapter three, outlines the whole area of the organization 
the role and the function, aspects of development, human 
resource, the problem facing by the organization and 
career planning policy and training design.

Chapter four, is dealing with the idea of career develop-
ment, the explanation of the concept and its background 
the contents and the implementation of the idea to the 
benefit of organization. Consequently chapter four demon-
states the existence of the need of the idea to be imple-
mented at PERUMPEL II to bring about improving ports, 
throughput. The idea has to be embodied in port development 
program.

Chapter five, the conclusion and suggestion which has been 
written in partial satisfaction of the requirement of the 
program Master Degree in General Maritime Administration
Chapter II

HIGH LIGHT

1. Indonesia socio economic and geography

Indonesia is the largest archipelago in the world. It consists of five main islands and about 30 smaller archipelagous totalling 13,667 islands and islets of which about 6,000 are inhabited. The Indonesia archipelago forms a cross road between two oceans, the Pacific and Indian ocean and a bridge between two continents, Asia and Australia.

The territory of the Republic of Indonesia stretches from 6°08' North latitude to 11°15' South latitude and from 94°45' to 141°05' East latitude. The estimated area is about 5,193,250 sq kms in size which consists of a land territory of 2,027,097 sq.kms and a sea territory of 3,116,163 sq.kms.

The Indonesia archipelago is divided into three divisions in which there are five main islands:

- Sumatra which is about 473,606 sq.kms
- Java and inclusive Madura which is about 132,107 sq.kms
- Kalimantan or 2/3 of the island of Borneo, measuring 539,460 sq.kms.
- Sulawesi which is about 189,216 sq.kms
- Irian Jaya, 421,981 sq.kms which forms part of the world's second biggest island of New Guinea.
The other islands are smaller in size. In accordance with her geographic structure being an island state which however did not entirely bar the necessity of allowing international sea passage, Indonesia has to regulate her seas by sea laws. This had to be done in order to achieve unity and to promote Indonesia’s national resilience by uniting all islands, islets, and the seas in between into one entity. In view of the country’s susceptible position at sea to foreign power intervention as well as domestic disturbance, there for on the 13th of December 1957 the Indonesian government issued a declaration governing the territorial waters of the Republic of Indonesia. The declaration stated that all waters surrounding islands and connecting islands in between are regarded as parts of Indonesia’s sovereignty. It is also stipulated that Indonesia’s territorial water limit was 12 miles to be measured from the straight base line drawn from the outermost point of the islands.

Provisions in the new text on the International Convention on the Law of the Sea, particularly with regard to the Exclusive Economic Zone (EEZ) have now been regarded as being the confirmation of policies pursued by island states including Indonesia, which is in the past have unilaterally decided on a 200 mile Exclusive Economic Zone.

Furthermore, the government of Republic of Indonesia has on October 18, 1983, enacted by Act no 5 of 1983 on the Indonesia Exclusive Economic Zone.

The recent data of population of Indonesia is 175,349,527 increasing more than 10 millions from 164,047,000 from
the Inter Cencus Population Survey in 1985. The annual population growth rate during 1985-1988 and 1980-1985 was about 2.22% or lower than that during the period of 1971-1980 which was about 2.32%

It seems that population growth rate still high and the government intends to ease the rate until 2% to the latest rate of 1%.

The people are unevenly distributed throughout the archipelago. Sixty five percent or about 115 millions people live in Java and Madura which comprise only seven percent of the total land area. More than half of the people are under 20 years of age, and about 83% are rural peasants (see Table 1).

As an agrarian country, the share of the agricultural sector in the Gross Domestic Product (GDP) was the biggest amounting of 24.225 in 1985, meanwhile the percentage contribution of mining, quarrying, manufacturing, industry and trade sectors were respectively 17.5%, 2.61%, and 15.42%. Furthermore, construction and transportation respectively contributed about 5.70% and 5.77%.

The contribution of agricultural sector becomes more important since the fall in oil price. And to replace the lost of national revenue from oil and gas, the government strongly support any effort and action of diversification of export commodities drive.

2. The fifth national five year development planning

The fifth national five year development planning starts
1989 until 1993. It is the last period of the first 25 year of National Development Planning, started in 1969. The essence of National Development is the development of all Indonesia people in all aspects of life and the development of the entire Indonesia Society. 1)

The basis for the execution of national development is Panca Sila (Five Principles) a national philosophy and the 1945 Constitution

One of the seven principles of national development is that all development efforts and activities shall utilized for the maximum benefit of humanity, for advance of the People's Welfare and for personal development of the citizen. However all the objectives can not be achieved at once so national development program is arranged through stage of priority, what is known as Trilogy of Development which is consists of:

- The promotion of rapid economic growth
- To attain a dynamic and stable society and national security
- To assure the equitable distribution of gains of development

The Trilogy of development adjusts its priority every five years regarding the level of its achievement.

And the guideline of development is:

- to strengthen the foundation for further economic growth
- to strengthen industrial and agricultural projects, and
- to emphasize the improvement in the infrastructure of social services and the development of human resources
It means that the government is seeking a long term of economic improvement by established industrial and economic and social infrastructure in encouraging future development.

To facilitate a sufficiently high rate of economic growth the priority will be accorded to increasing production and service in such area as agricultural, manufacturing, mining, energy, communication and transportation. It is also the policy of the government to stimulate private sector which involves the strengthening to the national economy.

The term and period of the Fifth National Five Year Development Planning (REPELITA V) is very important and significant for the government and nation. This is the last momentum during the first 25 year of National Development Plan to take-off to achieve national goals of the State and Nation with equity and prosperity.

3. Port Tanjung Priok (State owned enterprise II)

a. Legal basis

Port Tanjung Priok (State owned enterprise II) in short PERUMPEL II is an executing body of port authorities. It was established in 1983 on Government Regulation number 15/1983. For general information, by out numbering of special ports such as fertilizing ports, timber ports, mining and chemical ports, there are 93 national ports operated under economic basis. Regrouping of ports under four port state enterprises, basically depends on port's location.
- PERUMPEL I located in Medan, managing 21 ports in the province of Aceh, North and West Sumatra and Riau
- PERUMPEL II located in Tanjung Priok/Jakarta, under taking 19 ports in the province of Jambi, South Sumatra, Bengkulu, Lampung, DKI Jakarta, West Java and West Kalimantan
- PERUMPEL III located in Surabaya, managing 36 ports in the province of East and Middle Java, Bali, West and East Nusa Tenggara, East Timor and the rest of provinces in Kalimantan
- PERUMPEL IV located in Ujung Pandang, managing 36 ports in the province of South Sulawesi, South East, Central and North Sulawesi, Maluku and Irian Jaya.

For implementation of the regulation, Ministry of Communication promulgated through Ministerial Degree no: 194/OT.001/Phb 83 issued and stated the following principles of the corporation as following:

a. The ports are owned, regulated and operated by the government.
b. The Ministry of Communication is carrying out this function and transfer the planning, developing, operating and controlling to the PERUMPEL which the Ministry supervises. c. The Ministry of Communication appoints the President D Director of each PERUMPEL.
d. The PERUMPEL shall act as an autonomous entity being responsible for the following functions:
   - planning and development of port facilities
   - commercialization of port facilities and services
   - establishment of their own port tariffs (to be approved by the Minister)
- financing of own investment

Although PERUMPEL is state owned enterprise, in general is a public corporation, but all of the capital owned by the government.

The main stipulation of the regulation no 15 (the establishment of organization) are:

a. The PERUM manages its own general and special purpose funds, which must be deposited in a state bank.

b. The source of financing of investment can be:
   - internally generated funds
   - government investment from the national budget
   - domestic and foreign loans
   - issuing of bonds
   - other legally approved source

c. The PERUM shall submit an operational and investment budget three months prior to the beginning of the fiscal year (equal to calendar year). Budget supplement and adjustment may be submitted to the Minister of Communication for his approval, and the approval of Minister of Finance.

d. The PERUM shall submit annual financial statement within 6 months after the end of the fiscal year to:
   - The Minister of Communication
   - The Minister of Finance
   - The Board of Audit

e. The PERUM shall propose tariffs for its services to Minister of Communication for his evaluation and approval.

The employees of PERUM receive a salary and pension as determined by the personal policy of corporation.
b. Area of jurisdiction advantage

PERUMPEL II authority covered the main important area of Indonesia economic life, due to maritime activities. Looking at the map, it is shown that some ports are actually very important and strategic and as a gateway and catering for international trade. It lies between two continents and two seas; each port has easy access to foreign ships as long as port facility are adequate. Looking at international trade flows where "The volumes and pattern of seaborne trade reflect the world distribution of resources, population, location of industries, the characteristic of markets, economic growth rates, political and military factors as well as meteorological condition." 2) it means that port needs a certain condition for growth to be used by international trade activities.

The position and the condition circumstances of PERUMPEL II has a potential to fulfill this requirement, because its has authority over the territories criss-crossed by international ship routes. For example, alumina and mostly bauxite from Australia transshipment in bulk carrier to Europe through this region, passing the strait of Malacca and the Gulf. The container ship from new industrialized countries, Japan, Taiwan and Hongkong passing this area to south west and Sundra strait on the way to South Africa. Grain loaded in bulk carrier from Argentina transshipment through the same route to main land of China.

Based on the berthing capacities and facilities, the ports are categorized into five classes:
<table>
<thead>
<tr>
<th>Class</th>
<th>Province/Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>Tanjung Priok</td>
</tr>
<tr>
<td>II</td>
<td>Special Territory of Jakarta</td>
</tr>
<tr>
<td>3</td>
<td>Sundar Kelela</td>
</tr>
<tr>
<td>2</td>
<td>Palayamang</td>
</tr>
<tr>
<td>1</td>
<td>Lembang</td>
</tr>
<tr>
<td>2</td>
<td>West Java</td>
</tr>
<tr>
<td></td>
<td>Cirebon</td>
</tr>
<tr>
<td></td>
<td>Teuku Nuria</td>
</tr>
<tr>
<td></td>
<td>West Sumatera</td>
</tr>
<tr>
<td></td>
<td>South Sumatera</td>
</tr>
</tbody>
</table>

**South Sumatera**

- Tanjung Pandan
- West Kaltimantan
- Ketapang
- Air Bengu

**West Sumatera**

- Muntok
- Siak
- Sambas
- Rajamuka

**Central Sumatera**

- Jambi
- Bengkulu
- Padang Hulu

**Far Eastern Sumatera**

- Fremangkat
- Singkawang

**North Sumatera**

- Singkawang
- Riau
Port Tanjung Priok, as a first class port, is the main important and the biggest port in Indonesia. It is a gateway, catering for international trade with sufficient facility. Since 1983 this port provided special terminal for containerization.

Port class 2 such as Panjang, Caribon, Palembang and Pontianak provide certain facilities for serving foreign vessels and inter insular ships until a certain size. Most of the activities are used to stimulate local and regional trade and hinterland.

The other class (3, 4 and 5) are small ports with extra ordinary facilities, used for accelerating economic development in rural and isolated areas. During the era of development started in 1969, most of the ports have been improved.

The other aspect that is important for port development is the number of people living in this region. PERUMPEL II covered 8 provinces from the 27 of Indonesia's province occupied by about 60 million people. (see Table. 1) With the annual population growth of 2.25% now the total population in this area is about 63.5 million.

A number of people live in Special Territory of Jakarta will be about 12.8 million in year 2000. 3)

"By the turn of the century almost half of the world will live in the urban areas from small town to huge megacities... A city prospect or a town
depends critically on its place within the system national and international......The fall of the hinterland with its agricultural, forestry on which the urban system depends and also the link, the communication and relationship with outside country or international community will accelerate the growing of the city. The two factors give a particular impact for city which is also a small port. A small port will be growing up to big port as big as it now existing as a big city in the world. 4)

This is the common trend of growing port which also to to be a center of economic activities.

Rate of population

### Table 1

<table>
<thead>
<tr>
<th>No</th>
<th>Province</th>
<th>Number of population</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Special Territory of</td>
<td>7,745,301</td>
</tr>
<tr>
<td></td>
<td>Jakarta</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>West Java</td>
<td>30,973,000</td>
</tr>
<tr>
<td>3</td>
<td>West Kalimantan</td>
<td>2,819,496</td>
</tr>
<tr>
<td>4</td>
<td>Jambi</td>
<td>1,766,422</td>
</tr>
<tr>
<td>5</td>
<td>South Sumatra</td>
<td>5,453,000</td>
</tr>
<tr>
<td>6</td>
<td>Lampung</td>
<td>5,140,095</td>
</tr>
<tr>
<td>7</td>
<td>Bengkulu</td>
<td>1,033,255</td>
</tr>
<tr>
<td>8</td>
<td>West Sumatra</td>
<td>3,929,500</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>58,860,039</strong></td>
</tr>
</tbody>
</table>

17
Sources: Indonesia 1988, Department of Information of Republic of Indonesia, page 111.

References:

1. Indonesia 1988, An official handbook, Department of Information of Republic of Indonesia, page 111.


4. Ibid.
Chapter III

ASPECTS OF DEVELOPMENT

1. Port Tanjung Priok (SOE II)

a. Organization structural

Government Regulation no.15 published in 1983 formulating the incorporating of Port Tanjung Priok state owned enterprise which is called Perusahaan Umum Pelabuhan II in short PERUMPEL II Tanjung Priok.

General objectives of national port policy are:

- to provide and manage port facilities
- to provide port service
- to facilitate the development of national trade and agent of development
- to contribute in the improvement of national economic
- to facilitate the ultimate benefit of the community

Following the basic function and in achieving the objectives and the implementation of national policy, the Ministerial Degree (Keputusan Menteri) no KM.195/DT.001/Phb 83 has been issued and stated the Organization structural and work procedure of PERUMPEL II. And through the Ministerial Degree no. KM.199/DT.001/Phb 83 has been issued and stated the Organization structural and work procedure of branch of PERUMPEL II running port as day to day operation is done by the branch while PERUMPEL II acts as coordinator and administrative management machinery.
b. Personnel

Number of personnel of PERUMPEL II (with branches) in 1987 are 5,472 consists of:

<table>
<thead>
<tr>
<th>Level</th>
<th>a</th>
<th>b</th>
<th>c</th>
<th>d</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>322</td>
<td>930</td>
<td>753</td>
<td>434</td>
</tr>
<tr>
<td>II</td>
<td>1,109</td>
<td>1,015</td>
<td>365</td>
<td>181</td>
</tr>
<tr>
<td>III</td>
<td>160</td>
<td>108</td>
<td>54</td>
<td>30</td>
</tr>
<tr>
<td>IV</td>
<td>8</td>
<td>3</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

Source: Corporate Planning ankatan XI, BUMN, Departemen Perhubungan, September 1987, Table 4.11.

The Board of PERUMPEL II is appointed by the President while the personnel are appointed by the management of the corporation subject to ministerial approval. All personnel have the status of civil servants.

c. Human resource program

In current situation, the organization needs not to recruit new personnel. To improve the performance of the employees and to increase efficiency and effectiveness of work forces, education and training program activities is the main objective of human resource program.
Through Board of Director degree no DL.I/DL.50/PP II.87
issued the Education and Training system policy
The objectives of the policy are:
- to create a good behaviour, loyaltinees and integrity
  with national philosophy Panca Sila
- to provide a high standard of knowledge, skills, and
  creativity of employee and broader minded
- to provide technical guidance
- to improve efficiently and productivity of employee
- to execute career management of employment
- as career promotion ladder

The programs are arranged as
- on the job training course
- technical improvement course
- technical substantive advance course
- management in advance course
- refreshing or up-grading course
- pre-retirement course

Technical improvement course has an objective to enhance
skills and ability of employee in using new technology of
port maintenance

Technical substantive advance course (operational, development and maintenance, budget and finance, administrative and
personnel and comptroller) is divided in three level of
categories: basic, middle and advance course.

Management course program objective is to improve admin-
istrative knowledge and leadership. It is divided in four
categories,

Port management course for advance
Port management course for extension
Port middle management course, and
Port manager management course

Port management course program is an obligation for employee to be attended, as a ladder to be promoted to higher position.

Refreshing or upgrading course is a program to increase skills and knowledge for the existing task. It can be done through seminar, workshop and others.

Pra-retirement course is a program to give additional skills and capacity of the employees who are under process of retirement. It provides the employees to be able to swift to other job when they retired.

2. Port development and throughput

General objective of port policy is "to plan, provide and manage facilities and services to ensure the efficient and safe movement of shipping, cargo and passenger through port in a cost effective manner, and to facilitate the development of trade for the ultimate benefit of the company." 1)

The objectives can be divided into three aspects, port operation, planning and development and for community responsibility to increase national economic.

According to the Canadian Port Corporation Acts, the objective of port policy is to create a port system that:
- is an effective instrument of support for the achievement of Canadian international trade objectives and of national, regional and local economic and social
- is efficient
- provide accessibility and equitable treatment in the movement of goods and persons to users of Canadian ports
- provide accessibility
- provide accessibility and equitable treatment in the movement of goods and persons to users of Canadian ports
- provide local port corporations with a high degree of autonomy for the management and operation of ports at which there are established, consistent with the responsibility of the Minister to ensure the integrity and efficiency of the national ports system and the optimum deployment of resources
- coordinated with other marine activities, surface and air transportation system...

There is no doubt that ports need to be improved and to increase its availability to serve users demand.

With technology, the existing port has to rehabilitated, to facilitate the service to new ships.

By increasing port efficiency, simplifying administrative procedures will reduce transport cost of national product.

It is necessary for export commodities to be more competitive in international market, which also stimulating our national market.

Port development can not be seen as port authority or government project program itself. Nowadays, ships are constructed with specific trades in view and change fast its technology. So the shipper or operator has to participate in discussing port development.

"The problem this may cause in ports need to be appreciated by ship operators and investment authorities alike. Ship's operators should consult more with port
authorities and be prepared to contribute to solving technical problems. Investment authorities should recognize the need to prepare for new technologies before their arrival is confirmed. In addition ports should seek to collaborate with other ports, through exchange of technical information and skills, which would facilitate rapid adaptation.

Meanwhile national ports do not need to compete each other and need not provide the same facilities and capacity. Port investment is capital intensive, it will become a heavy burden for national economy if investment is too much.

So, some ports may provide facilities to serve regional or local demand, others will have a special role to cater for international trade market.

a. Local and regional influence cut look

Among 19 ports under the management of PERUMPEL II, Port Tanjung Priok as a gateway function for the national economy while the other 5 ports (Ceribon, Pontianak, Jambi, Palembang and Tanjung) have a limited facilities and activities in international trade. The rest (13 ports) are serving local and regional economic activities by means of local shipping or traditional shipping to supply remote and isolated region.

The picture of those ports are quite simple. Its consist of a short berth usually in wood construction or semi permanent. There are small sheds or warehouses used also as port administrative office. A few forklifts, but loading and discharging activities mostly depend on board cranes.

Ports, services are provided for sailing ship and a small vessel in wood or steel construction, carrying general
cargoes and passengers. During the era of development, ports which were for traditional port have been improved to a certain condition regarding the demand of port services.

Port has a very important role to stimulate economic activities and development in remote and isolated area where road surface are inadequate. Communication and transportation depends mainly on sea water ways. The incoming and outgoing of ship affected directly the community and the hinter land.

b. National and international influence out-look

"International trade is a prerequisite for economic growth and welfare, and is one of the decisive factors for stimulating industrialization and the growth of local markets for good and services. Further more, trade fosters the development of advanced agricultural systems and technique and increases the speed of development". 4)

In order to engage in international trade any country needs a functioning transport system or ready access to a means of transport such as shipping and port. The country like Indonesia in particular, where virtually all exports and imports are to be carried by sea, because of geographical location, the important of port improvement can not be denied. United Nation Conference on Trade and Development (UNCTAD) has a recommendation that: "Government had recognised that International maritime transport had an important role to play in the process for a distribution of the income produced by the international community. This should be
sought by promoting the earning of developing countries from shipping activities by minimizing the net out-flow of foreign exchange from these countries abroad, because of shipping transactions" 5)

Considering financial resources, the best alternative has to be taken in improving ports facilities from where the country may collect port dues. A healthy international trade environment is important for strong economic growth in developing countries, because most of them have small domestic markets, that make them highly dependent on trade.

Where the price of oil drastically drop since 1982, the government of Indonesia has to manage to maintain macroeconomic stability. Structural adjustment program has sought to constrain domestic demand in line with resource availability, canceled or postponed several large public investment project in 1983 that saved about USD 10 billion of foreign exchange in process. At the same time it has stimulated growth through improvement in efficiency. The country reformed its investment policy by adopting a major tax reform, to favor specific industries, promote export, develop remote areas, promote technology transfer and strengthen the stock exchange. Trade policy was changed from its previous emphasis on import substitution to export orientation. Producers and exporters were given the option of importing their inputs free from licensing restrictions and exempt from export duties. The reformation, particularly those of trade and industrial licensing policy are expected to provide a policy environment conducive to efficient industrial development and a rapid increase in manufactured exports.
In this situation the role of national port plays important role in adopting and accommodating economic growth.
Port may also extend its activities by conserving a certain port area to be export processing zone (EPZ).

Indicator of industrial performance of Indonesia period 1973-1985 is shown as:
- growth of manufacturing value added equal to or more than 10% per year
- growth of manufacturing export added 5-10% per year.

Export drive policy through diversification of export commodities of non oil that needs higher efficiency on national port gives great benefit. National budget and income now are sharing in equal oil revenue and export commodities non oil. Before that nearly 80% depends on oil and gas revenue.

The result of the improvement, that bring the role of national port more important, and needed to develop its services has increased port throughput. (see Table 2)

3. Employment opportunity

a. National manpower policy

The 1985 National Population census noted that Indonesia work forces grew at a rate of 4% per year, or about 2.5 million while the population to day is about 176 million
This is relatively high and has aggravated labor problem that the country currently faces.

The essence of national development is development of the whole aspects of human being, where manpower is one of the determinant factors for success of development. It makes the role of the government paramount important to provid jobs and providing employment services.

In the framework of improving the integrated planning of manpower the target of manpower policy are:

- expansion of employment opportunities in the reasonable proportion
- development and advancement of the work forces especially through education and training
- promotion of labor productivity and labor relation inspired by Panca Sila and 1945 Constitution
- enhancement of function of labor market
- alleviation of the population growth rate and improvement of quality of manpower

One of government policy is to absorb labor force. All national investment and also foreign investment in certain levels have to be considered in providing more job opportunities for people. In terms of transfer of technology the abundant labor forces must be accomodated and utilized.

Another effort to provid job opportunity by the government is by establishing vocational training center at each province. National Training Board has formulated a concept of basic standard of proficiency qualification. The aim of VTC is to prepare young workers to promote the proficiency and work performance of those already
employed within the framework of adjusting themselves to
the advance technology. The program is also aimed at
enabling them for self employment as well as producing
responsible and efficient workers.

The government strongly advice public and private sec-
tors not to reduce employees to avoid unemployment

b. Study report Management Institute of Economic Faculty
   of Indonesia University

By the issue of Ministerial Degree (KEPMEN) no KM.15/DT,
009/Phb93, PERUMPEL II handing over the management .the
whole assets, liabilities and labor forces of the former
organization Board of Port Authority (Badan Penguasaah
Pelabuhan)

Under new management, the corporation wants to run the port
more efficiently and economically.

By assignment and approval of Directorate General of Sea
Communication, Management Institute of Economic Faculty of
Indonesia University (MIEFII) executed a study and analysis
about operation and management of the corporation.

The study research used SWOT (strenght, weakness, opportu-
nity and threat) method analysis to measure the
organization's performance.

The main aspects recommended in the final report are:

- Restructuring of the organization
- Personnel redundancy

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1). Restructuring of the organization

Span of the organization must depend upon the mission and the objectives to be carried out. It can be categorized into three functions:
- ship service
- cargo service
- port facilities and maintenance service

There are service supporting functions for port activities such as
- planning and budgeting
- comptroller
- management of human resource
- facilities improvement and maintenance
- resource and development
- administration

From organization performance, the conclusions are
- minimal work performance of units and or division are unreachable
- function and responsibility of units and or division are unclear or overlapping
- out numbers of special auxiliary execution

Concerning the missions and the functions of port, they submitted a recommendation of a new organization structural of port of class 1, 2, 3, 4 and 5
(see appendices)

2). Personnel redundancy

The steam lining of organization by the elimination of several layers of management should be followed by personnel redundancy. Some positions are abolished
and the employees become redundant.

The redundancy proposal should be done not only at operational level but also at managerial position.

It is done on the basis of work load factor and span of control of the organization.

If the recommendation is accepted, employment redundancy should be:

- managerial level 78%  
  (PERUMPEL II 60% and branches 70-90%)
- operational level 15%  
  (PERUMPEL II 15% and branches 15%)

Reducing of personnel at managerial level in the organization are dependent on number of position in the new structural, while at operational level, it depends on operational and service activities.

The number of employees after reorganization should be:

- managerial level 149 (21.69% from the recent)
- operational level 3,799 (84.93% from the recent)

(see Table 3)
### Table 2. Port throughput

<table>
<thead>
<tr>
<th>Year</th>
<th>Cement</th>
<th>Wraft</th>
<th>Wood</th>
<th>Steel Shed</th>
<th>Open Shed</th>
</tr>
</thead>
<tbody>
<tr>
<td>1981</td>
<td>11,600</td>
<td>960</td>
<td>323.126</td>
<td>490.010</td>
<td></td>
</tr>
<tr>
<td>1982</td>
<td>13.757</td>
<td>1.003</td>
<td>323.126</td>
<td>511.480</td>
<td></td>
</tr>
<tr>
<td>1983</td>
<td>13.757</td>
<td>1.003</td>
<td>323.126</td>
<td>511.480</td>
<td></td>
</tr>
<tr>
<td>1984</td>
<td>14.741</td>
<td>1.604</td>
<td>329.418</td>
<td>510.766</td>
<td></td>
</tr>
<tr>
<td>1985</td>
<td>14.741</td>
<td>1.604</td>
<td>329.418</td>
<td>530.276</td>
<td></td>
</tr>
</tbody>
</table>

### Cargo handling: General cargo/ton : Container.teu : 000

<table>
<thead>
<tr>
<th>Year</th>
<th>General Cargo</th>
<th>Container.teu</th>
</tr>
</thead>
<tbody>
<tr>
<td>1981</td>
<td>18.840</td>
<td>98</td>
</tr>
<tr>
<td>1982</td>
<td>20.132</td>
<td>124</td>
</tr>
<tr>
<td>1983</td>
<td>21.100</td>
<td>156</td>
</tr>
<tr>
<td>1984</td>
<td>24.175</td>
<td>178</td>
</tr>
<tr>
<td>1985</td>
<td>30.882</td>
<td>191</td>
</tr>
</tbody>
</table>

Resource: Corporate Planning course XI, page 6
Table 3. Employment retrenchment

<table>
<thead>
<tr>
<th>Unit</th>
<th>over (existing)</th>
<th>over (recommend)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Port class</td>
<td>manager:operator</td>
<td>manager:operator</td>
</tr>
</tbody>
</table>

1. PERUMPEL II (hq)  | 32 : 63         | 53 : 56          |
2. Class 1           |                 |                  |
   Taanjung Priok    | 44 : 509        | 102 : 406        |
3. Class 2           |                 |                  |
   Palembang         | 36 : 66         | 62 : 51          |
   Panjang           | 40 : 27         | 62 : 20          |
   Pontianak         | 52 : 17         | 62 : 10          |
   Ceribon           | 49 : 37         | 62 : 23          |
   Teluk bayur       | 39 : 57         | 62 : 49          |
4. Class 3           |                 |                  |
   Sunda Kelapa      | 9 : 53          | 14 : 39          |
   Banten            | 11 : 2          | 14 : 2           |
   Bengkulu          | 8 : 16          | 14 : 13          |
   Jambi             | 9 : 11          | 14 : 3           |
5. Class 4           |                 |                  |
   Pangkalalan Balam| 10 : 0          | 13 : 0           |
6. Class 5           |                 |                  |
   Muntek            | 2 : 0           | 4 : 0            |

Retrenchment        | 341 : 878       | 538 : 672        |
Number of personnel  | 687 : 4471      | 687 : 4471       |
Retrenchment (%)     | 49.64 : 19.61   | 79.31 : 15.03    |
Marginal             | 346 : 3593      | 149 : 3799       |
Resource: MIEFIU, annexes 3.2.1
Chapter IV

CAREER DEVELOPMENT IMPLEMENTATION

1. General view of management

Concept of management
Management is the process of utilizing material and human resources to accomplish objectives. It involves the organization, direction, coordination and evaluation of the people to achieve these goals. 1)

Other concept said that "Management is the art of getting done through people in organization, or management is the effective use of resource to achieve the organization objective"

Through this concept we can identify three aspects involving the objectives, human resources and the organization. Organization itself as a simple one is a concentrate relationship between two or more persons and persons interaction in some structure.

Function of management
Management is dealing with two category of functions: managerial function and operation function. Managerial functions are planning, organizing, directing and controlling. Operation functions are procurement, development, compensation integration, maintenance and separation. 2)

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The person who has a responsibility and who exercises authority and leadership over the other person is called manager while operator is one who has no authority over others, but has been given a special task or duty to perform under managerial supervisor. The role of the manager is to assemble the best team work by obtaining and providing a supportive motivational environment and to guide that team to accomplish agreed upon objectives. Managing process involves not only the people who work within organization but also managing the relationship of the organization with other organizations.

In this circumstances the organization faces the uncertainties of this environment and the interdependent of the organization's existences.

So, there are three axes of principles of management of organization may face:
- getting done through people
- facing the uncertainties
- coping with the interdependences

"The essence of management is to know and to understand the forces, which are entering into action in a given situation in organization and to gain control over them. 3)

Strategy management.

Process of management or managerial implementation relates with aspects of missions or objectives, organizations and human resources. Organization needs to exist to accomplish or to undertake some missions or objectives. During the life of the organization the objectives may change, widen, or the mission of the organization will totally change. On the other hand, the mission are unchanged but the organization has to be changed in its structure.
In accommodating the missions, the organization must decide what optimal structure of organization is needed to carry out the tasks. On the nature of the structure is decided a sufficient number of people who will be able to carry out the tasks. The management strategy is how to set objectives which is feasible in the organization and how the organization uses its human resources in the way to achieve and to fulfill the mission or to carry out the objectives. Further more, the three aspects mission and strategy, formal structure of organization and human resources management have to be interrelated. But out of these aspects, political forces and cultural forces will also interfere directly or indirectly when strategy of management is formulated.

2. Career development concept

a. Reason and background

Abraham H. Maslow in his book "A theory of human motivation" stated his analysis of the basic needs of human being. There are five basic needs which are related one to another in the hierarchy of proponents. If the first needed has been fulfilled and satisfied the next opponent need emerges. The five basic needs are physiological, safety, love, esteem and self actualization plus intellectual desires.

Career development idea and excess relates to an aim of fulfilling the fifth basic need, self actualization. Today people’s need is strongly influenced by individual or personal need of self satisfaction, the last hierarchy of proponents of human being needs.
The employee should move from his occupancy if the present job make him unhappy and unsatisfied.
A desire of self actualization can be seen at the employment situation in a big or small organization other in the business or government organization.

There are three reasons, the organization takes into consideration career development program which are:

- The growth and the productivity of organization is more than ever dependent upon the effectiveness of human performance both at the workers and manager level.

- As country more advanced economically and technologically, they become more vulnerable to under motivated workers and managers.

- Social values are shifting away from viewing work as the most important thing in life, toward a balance view of self development, family development and career development. Therefore if organization can not create opportunities for career fulfillment even at the worker level, they will have an increasing number of unmotivated and ultimately unproductive workers. 4)

It is obviously to be agreed that the organization in order to survive economically as well as to help the employee to become more satisfied, career development program is urgently needed to be introduced.

The concept and the policy need to be applied especially in the country where employees at all levels are to be guaranteed jobs throughout their working life.
Where the government or the corporation has to utilize its human resources throughout their career and no freedom to fire employees.

It is very important to plan the career development program for them which make them not stagnate, absolute and lose motivation.

Education and training, appraising the employees for promotion and to develop them more effectively in performing the assigned job has been practiced by the organization since long ago. But all of the executions come from one side of the organization.

Career development program accommodates the employees' needs and desires which also determine the willingness and motivation to work.

b. Idea of career development

Employee development is usually approached one or two ways from the viewpoint of the job or from the viewpoint of the employee. Either we try to fit the people to do the job or the job to people and each approach has value.

In entry level jobs there are normally little freedom of choice from the employee. The task is very specific and the steps to its accomplishment thoroughly routinized. However, as employee proceeds up the job ladder to higher level positions and into supervisory and manager ranks, more creativity and individual aims are allowed as long as it is agreed by the organization.

Human resource planning is "A process for determining and assuring that the organization will have an adequate number of qualified persons, available at the proper times, perform-
ing jobs within set needs of the enterprise and which provide satisfaction for the individual involves". 5)

Personal management program focused primarily upon the needs of the organization. It is a process of recruitment, hiring, placing, transferring, promoting and laying out of the employee. There are many reason why the organization is interested and needs human resource planning.

- To provide future qualified personnel needs
- To cope with the changes in competitive forces markets, technology, products or government regulation.
- New inventory or government policy often generate change in the job content, skills demands and number of jobs.
- To provide high talent and capability of personnel for high position such as manager or professional personnel. New inventory of technology applied needs higher skills of the employees.
- Strategic planning, where human resource planning is part of the whole organization's consideration when determining a new program.
- To cope the growth of the size of organization in which more employee need to be involved.
- Development in planning methods where planning is established in many areas of organization's activities such as marketing, finance, production and supplying.
- Foundation for personal functions by providing essential information for designing and implementing recruitment, selection, transfer, lay off training and personnel development.

Career development concept and idea started since 70s when the employees, scholars, managers and public policy makers changed their attitude about jobs.
They wanted to improve the quality of working life, they are young employees, passed high school or graduated from university, expressed their desire from meaningful jobs, increase personal freedom, better opportunities and better work condition. For them career success is not defined by having a job with good salary, having high occupational status and moving upward to position of greater responsibility, pay, influence and prestige.

An expectation to have a condition to foresee, by working hard with fully loyalty and then the management would reward them job security, benefits, promotion and respect are measurement of career success for employees for a long time. It was organization orientation minded, where the employees mostly motivated by organization’s interest to have career success. The greatest and the last expectation of the employee is to achieve the highest and the most important responsibility position where he works.

New generation of employment, the professionals and young managers have adapted a different orientation for them self. Career success is a personal freedom, self determination and personal view of success. Mr Douglas T Hall calls it "the personal fulfillment career orientation". The employees, work motivation mostly determined by personal attitude and their career success is achieved through individual improvement.

The main features of new pattern of thinking about career satisfaction are:

- the individual tries to control his own career development, the person himself decides whether to acquire additional training, to seek personal jobs and perhaps to move out of the organization.
- freedom, growth, and self determination are important personal values
- the person seeks a healthy balance of job, organization, family, friend and recreation. he is not workaholic
- success is personal defined, this may include the traditional goals of money, advancement and prestige but also may include self fulfillment, self respect, strong friendship ties and happiness, gained through job activities
- the person is not passive and complaint, he or she plots his own course through life, he is not conforming, organizing man, rather he is mobile and assumes full responsibility for his own destiny.

3. Contents of career development

To develop career of the employee means that at the end of the training and education program, he becomes properly qualified and effective in performing such job assignment.

What is the purpose of career development?

First, if the organization is to survive and prosper in an every changing environment, its human resource must be in constant state of development.

Second, employees are retired in their jobs when there is no managerial concerned for proper career progressions

Third, work is loosing its primary position as the sole value to be sought in life by all personnel

Younger employees are beginning to insist that work demands to be effectively integrated with the human needs for personal growth, the family competency and society
"Career development is the planning of one's career and the implementation of career plans by means of education and training, job search and acquisition and work experience."  

From an organization's view, career development is the process of guiding the placement of the employees, the movement, the growth of employees through assessment, training, activities planning and job assignments planning.

Employees are concerned with career development because it gives them great opportunities to develop their career through self-assessment. By knowing themselves, the ability type and interest, then they can plan the activities to increase skills, knowledge, and their abilities. Individual character and objectives have a wide chance to grow up within a certain condition of the organization.

Career development program consists of two aspects of competency, career planning and career management. The first, career planning is a personal process of planning work life. It is mainly individual process by evaluating his ability and interest, examining career opportunities, setting career goals and planning adequate developmental activities. While the second, career management is a process of plans and activities of work life arranged by the organization due to fulfillment of the needs of the organization.

Where the concept of career development applied, the management of the organization will combine career plans of the employees with the needs of the organization. The implementation of the program will be suitable both the organization and the individual. On the other hand, individual career plans must be also accomplished with the human re-
sources inventory and needs forecasting of the organization.

Career development program design involves three main ingredients and goals:

- to assist employees in increasing their own internal career needs
- to develop and publicize available career opportunities
- to align and combine employees needs and abilities with career opportunities

It shows obviously that in career development program the organization place greater emphasis upon individual choices and self analysis of his career and goals.

The contents of career development and interrelated process is shown below as: B)
## Career development

<table>
<thead>
<tr>
<th>Career planning</th>
<th>Career management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appraise one's self skills, interests, values, strengths, weakness</td>
<td>Integrate with human resource planning</td>
</tr>
<tr>
<td>Identify opportunities within and outside the organization</td>
<td>Design career paths</td>
</tr>
<tr>
<td>Set goals, short term, intermediate and long term</td>
<td>Disseminate career information</td>
</tr>
<tr>
<td>Prepare plans</td>
<td>Publicize job opening</td>
</tr>
<tr>
<td>Implement plans</td>
<td>Assess employees</td>
</tr>
<tr>
<td></td>
<td>Career counseling</td>
</tr>
<tr>
<td></td>
<td>Work experience for development</td>
</tr>
<tr>
<td></td>
<td>Supportive boss</td>
</tr>
<tr>
<td></td>
<td>Education &amp; training</td>
</tr>
<tr>
<td></td>
<td>New personnel policy</td>
</tr>
</tbody>
</table>

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### a. Career planning

Career planning as personal planning is done through steps of:

- individual appraisal or apprise one's self
- opportunities identification
- prepare plans and
- implemented plans

"Know thy adversary, and know yourself, then each
Knowing ourselves is very important factor if we want to achieve success in our life. So, individual assessment has to be done first in career planning. We have to know ourselves, what kind of person we are, what skill do we have, what are the value, the interest, what do we like to do and what we do not like to do. We have to know about the quality, the opportunities, strength, weakness and limitations. Each person has to identify and well concern about himself. All assessments can be achieved through reading book or counseling with professional person. Individual may ask himself, what he want to do or to be and which one he never found in his life.

Personal career starts when he or she is appointed with such job in organization, a certain task given to him. It is a salient point from which personal career will develop in the future. He is attached with particular task and usually very tough. Some time people are satisfied with first expectation. But it is a chance for him to perform his ability and the capacity he has. He has to pass well the induction period. This stage is a stepping stone for employee in creating his personal career.

Mr. Van Mannen and Mr. Schein have described the major stages of a typical person's career. It is devided into four:

- Exploration stage

People's images are created and interfered by mass media, books and movies and suggestion from parent and teachers. Individual assessment may consider about his strength and weakness when make a decision to attain further
education. Individual test ability is performed for having job which is accomplished with capability of personal development.

- Establishment stage of early career

It is started through:

- job seeking and recruitment
- induction and orientation of task and organization
- first job assessment which become the first experience for employee, in this situation he may be unsatisfied with expectation, anxiety and disillusionment, but it is the best time to demonstrate his performance and ability
- levelling of, transfer and for promotion, the superior will make an appraisal and judgement about his achievement, he will be accepted and be promoted or he has to leave, looking for other job
- granting of tenure, where if tenure is granted he feels happy

- Maintenance stage

A period in this stage may be divided as

- mid career, when new job and greater responsibility is given to employee, the best performance and the greatest value is expected by organization
- personal security and sense of personal growth is greatly influenced
late career, when the employee has to adjust his ambitions
and goals to be more realistic with when he can accomplish
in the years remaining
he may face threats to his position from younger
employee,better trained and more aggressive,he is in mid
life crisis and try to over come

- decline stage

It is time of planning for retirement, learning to accept
a replacement role
Planning for a new accommodation for him, his family and
friend and creating a new community

The organization also has an important role.It must
establish career management program, to create the employee
manage to do better job. There are many reasons the
organization has to set up career management program due to
its needs.The program match individual career planning with
organization's needs;conducting programs to accomplish both
objectives. However, the individual career plan must first
meet and relate to the human resource plan of the
organization. And it is depend roughly of job inventory and
needs forecast

Creating career path and disseminating the information about
job opportunities is a task for organization. From this step
and process, it is shown that career planning and career
management created by organization is interrelated
closely,built in management development concept
The employee has to be awarded and need to identify any
opportunity to expand individual career in the organization.
Is there any opportunity with his skills, interest and value
that can be growing up
He needs to know not only internal organization situation but also important to know in general, social and economic movement and condition. It is a good idea to study and consider about the trends in economic, demography, technology development and government policy. Any transition can influence the shape of the future job market.

Personal office is the main resource to provide information for job opportunities. It has a chart, list of titles and actual description of jobs, classified the pay level, department and location of position. They publish the requisite qualification for each of the jobs. This opportunity, when they occur, can be announced through organization's bulletin, board notice, or inter office announcement.

Career opportunities in the organization are influenced and depend upon the growth, the policy regarding employee development and promotion. They are promoted on the basis of performance, or on the basis of inter personal politics and influence maneuvering. This condition may also happen on government office and state owned enterprise.

When an individual has appraised his strength, weakness or limitations, interest and values and knowing the job trends and opportunities, he can properly establish his career goals. These career goals need to be set up in short term, intermediate and long term, goals.

Goal should be growth and change. It makes employee gain skills and broader outlook.

The goals should be consistent with his capabilities and compatible with one's self image.

The next step is to prepare plans for any various action.
which is designed to achieve career goals

Obviously, it needs advice from supervisor and personnel office. Reasonable one ought to start with feasible short term on the job learning experience and useful off the job training activities. The planning should take into account the special needs as skills and experience required to reach various goals.

The last step is to implement the plan of career, however it is dependent mostly on the support given by organization. The highest level of managers have to encourage all echelons of management to help their subordinates develop their careers. The implementation of the plan may include special project assessments, temporary job transfer and accidental job responsibilities, in service training, self study assignment to a special task force and attending evening college class.

b. Career management

Career management program is an effort of the organization to develop employee skills and comply with the need of the organization. Not all organization or corporation is able to execute career management program. Only a large organization or big company has an adequate resource to apply the program by establishing assessment center, facilitated with education and training facilities. Smaller one may introduce the policy only in the modest training program. An effective career management program consists of:

- Integrated human resource planning
- Design career paths
- Disseminate career information
- Publicize job opening
- Assess employees
- Career counseling
- Work experience for development
- Role of the boss
- Education and training
- New personal policies

Integrate human resource planning

Integrate human resource planning starts from employment inventory. The inventorying of current manpower such as number of employees, age distribution, skills and education background, location, etc.

A forecast of manpower need in the future, an analysis of the gap between demands and projected supply of manpower and a set of implementation program to meet human resource needs

New jobs in the organization must be match with skills and talents of present employees. It can be fulfilled by transfers and promotions of present employees after attainment of training and education program.

In the process, personal staff works together with operating managers, supervisors in translating human resource plan to employee development program to meet present and projected manpower needs.

Design career paths

It is like lines of job progression to successively higher level jobs from the low position such as apprentice level.

Design career paths start from the collection of jobs description for all jobs in the organization. This is done by
a committee of managers representing the various
departments. Career paths can be created for growth within
various broad occupational job should bear a rational
relationship to one another
For managers level, career path should involve several jobs in
different functional department, to provide broad knowledge
and prospective of the organization

Dessiminate career information

Through personal office the organization should prepare a
written description of job and career opportunities. The
brochure information which is dissiminated among the employee
shown in detail about the future career can be obtained in
the forward

Publicize job openings

Job opportunities should be published by means of bulletin
board announcement and inter office news media. It gives each
employee opportunity to submit his name, compete each other in
equal right. The announcements should give a clear statement
of job duties, the qualification requirement, the remuneration
and job location

Assess employees

The employee's supervisor will be the first hand to make
assessment of the employee. There is a performance appraisal
report by the personnel office but a more thorough indepth
and balanced evaluation of the employee can be gained through
use of an assessment centre.
An assessment centre is a system of evaluating a small group
of persons by using several evaluation techniques such as
simulation exercises, test, biographical
questionnaires, interviews and observation by training
When used for employee development, each participant is
offered a counselling session at which he can see and discuss
the evaluation result of his performance, during exercises
and tests

Career counseling

Career counseling can be arranged in three ways:
Firstly, is conducted by each supervisor and manager when the
employee engages in performance appraisal interview. The two
parties, the employee and the supervisor, can discuss an
opportunity for career development, such as special project
or training program.
Secondly, is conducted by career counseling person in the
personal department. They can help the employees plan their
careers and inform them any possible avenue for training and
development.
Thirdly, a career counseling through a career workshop, where
employees take a series of planned exercises, to help them
plan their careers. It also offers individual counseling.

Work experience for development

Employee development through work exercise should help him to
learn and to master a relevant knowledge and skills. These
planned exercises be challenging job relation temporary
project assignment, assignment to temporary task
force, temporary lateral transfer and even an occasional
downward transfer to learn specific skills.

Role of the boss
It is a role of lower managers to provide any opportunity for
employee to increase their knowledge, skills and
responsibilities in the organization. They need not fear to be
competed by subordinate or to be overcome by his staff and
lose their positions.

Education and training

Work experience is not adequate for the employee to develop
their skills and knowledge. They have to attend education and
training program run by the organization or third party.
The program ought to be made available to all levels and
categories of employees.

New personal policy

The implementation of career management program in the
organization will need a personal policy.
Not every individual who is promoted or transferred will
succeed in the new position. The personal department must work
out to take care of those employees. Normally, they should
have right to move back to a job equivalent similar in nature
to the one they have before taking the promotion.
This is very important because the employee needs a
reasonable job security on his job. They ought not to be
worried that if they failed with new responsibility, it will
not cause them to be discharged on the job.

All this programs will be effective if selection of
individual for promotion and transfer opportunities is made
on the basis of matching qualifications with job requirements
not on the basis of favoritism and political condition.
4. Implementation of career development to improve port's throughout

Role of national ports are becoming more important and greater in the future, especially as supporting element for another sector development. The government policy is to expand and to increase national export by diversifying export commodities required by port developmental.

It means that the extending existing port, berth, shed, storage and other port's facilities need to be continued. These actions, directly or indirectly will increase port's throughput, regarding the demand of service of ports.

The current forecasting of PERUMPEL II port throughout is

<table>
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<th>Year</th>
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<tr>
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<td>1991</td>
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Source: Corporate Planning course XI, Dept of Communication Juni 1987, Table 4.2 and 4.3
Human resource program conducted by organization relates to the objective and the operation planning to be achieved. The program may be formulated through recruiting new employees or by improving skills and knowledge of them.

PERUMPEL II is in the situation where urgently needs to decrease the employees. Regarding to the final report and the recommendation of Management Institute of Economic Faculty of Indonesia University, it means that the corporation will not recruit new employees. The only way is to improve their skills and knowledge, to increase efficiency and ability in doing their tasks.

Career development concept could be taken to be implemented to solve the situation. Career development which consists of career planning and career management needs to be executed by the organization. The concept takes into account the employee who has personal fulfillment about his career success. They have a strong motivation to do their tasks as part of career success. They have their own aims and objectives to improve skills and knowledge which brings more responsibilities of tasks.

Their liabilities and motivation are an important factor in personal management, conducting or directing people to do their jobs. That is the strongest element to keep the organization and expand to be a large corporation.

Career management program executed by the organization is associated with career planning of the employees. Through integrated human resource planning, designing career paths and assessing employees performances, the organization arranges education and training program. Training course, workshop, seminar or job training conducted by organization dealing with needs of the organization for a certain job requirement.
PERUMPEL II has set up port throughout forecasting until 1991 increasing the number of product each year. The output could be achieved through port facilities development in super structure and infra structure.

Human resource program it one of infra structure improvement through career development program.

The strong motivation and personal career success of the employee in executing the task will bring the best result for the organization's objective. The employee will do their best with their tasks and the organization will achieve a maximal target.

So, by implementing career development, it can improve port's throughput as a result of employees highest responsibilities and motivation.
References

1. Dale, Beach S Personnel. page 5

2. Flippo, Edwin B Personal Management, sixth edition. page 4


6. ibid page 322

7. Dale, Beach S opcit page 323

8. Douglas, Hall T opcit page 323

9. Hofheinz, Ray Jr & Laldor, Kent E The Eastasia Edge page 26
Chapter V

CONCLUSION AND SUGGESTION

1. Conclusion

a. All development programs in Republic of Indonesia have to be applied in accordance with National Development policy. The essence is to develop all Indonesian people in all aspects of life and the development of the entire Indonesia society.

b. The growth rate of the population is still high, about 2.2% per year. With the present population of 176 million, more than 3 million entering the market each year who need jobs. It means that the government and private sector have to provide and create new jobs to absorb them. Due to manpower policy, the organization is not allowed to reduce the number of employees as far as possible.

c. PERUMPEL II's role and function will be increasing steadily and has the most important position in national economic development. The area of operation which is better strategically than others and more than 60 million people directly or indirectly interdependece with port activities. Manufacturing, mining, forestry, and agricultural activities improvement have to be anticipated by ports development. In international marine activities, this corporation has a wide opportunity to expand its port services due to the strategic location. By increasing port services and port facilities may attract all vessels that criss-cross this area. Port development policy which is also connected with the
essence of national development concept to develop the entire Indonesia society and unity does not mean that every port has to be improved in the same level and capacity. But it depends on service demand and economic growth activity around the ports which need to be accommodated.

d. Regarding the recommendation of MIFIU, the corporation borned over employment from the previous organization, Port of Authority (Badan Pengusaha Pelabuhan II). The new organization (PERUMPEL II) has to be operated more efficiently and economically with profitable policy. It is recommended to reorganize and reduce the number of employment. The organization may simplify by cutting the level and stage of procedure and responsibility and eliminate some unit of the organization. It will affect the number of positions in the organization as well as employees. The echelon is recommended to be reduced from 8 to 4 according to job analysis requirement. The number of employees in managerial level has to be reduced from 687 to 149 or 78.03%, while the number of employees in operational level reduced from 4471 to 3799 or 15.03%.

e. Each organization may survive and expand the activity if there is human resource program and if there is an opportunity for the employee to improve skills and ability and responsibility. The organization need to apply career development because of:

- the growth and the productivity of organization depends upon the effectiveness of human performance, both the worker and the managers
- workers and managers are more difficult to be motivated where they have already better economic conditions and
the job using advance technology

- social values are shifting away from viewing the work as the most important thing in life towards a balanced view of self development

f. Career development is a new concept where the employee aim to have jobs do not only get good salaries, high occupational status, a chance to move up to position of greater responsibility and better work condition but also personal self satisfaction and self fulfillment of the job. Career success is personal freedom, self determination and personal view of success. The employees work motivation mostly determined by personal attitude and their career success is achieved through individual improvement. People work and improve the capacity and the capability not regarding the needs of the organization but also personal fulfillment career orientation

g. Career development program design involves three ingredients and goals:
- to assist employees in increasing their own internal career needs
- to develop and publicize available career opportunities
- to align and combine employees needs and abilities with career opportunities

The program itself consists of two aspects of competency, career planning and career management

The acceptance of career development concept means that the management of the organization will combine career plans of the employees with the needs of the organization running career management program

h. PERUMPEL II increasing port's throughput due to ports facilities improvement, constructing special port for
containerization and any other development. But ports facilities improvement is intensive capital investment Career development concept which more emphasizes career planning, where career success is personal freedom, self determination and personal view of success, if it is applied for this enterprise human resource program should be able to increase also ports throughput.

The employees have a strong motivation to carry out every responsibility of jobs. The level of their performance should be highest and it is the most important for an organization in achieving goals and objectives. Creating, persuading the employees to have strong motivation to do their tasks well is the most important aspects in management.

2. Suggestion

a. If and when PELMPEL II adopted the recommendation of the IMEFIU, study report, a new strategy of the corporation should be sticked to efficiency policy and under economic profitability basis

Capital investment should be generated from internal revenue, port development subsidize from government coffers, could allocate to another sectors in term of national development program.

b. Personal management needs to established man power planning due to new policy of the organization. By executing job analysis and assessing future requirement, assessing current resources and assuming availability, it creates new employment team work.
c. New employment are recruited through internal recruitment, during reorganization process. Performance staff appraisal is executed to meet job requirement, and it should be done continuously.

Promoting and transferring to new position is also conducted and decided through staff appraisal procedure. Promoting is also elaborated with training program that needs to increase and improve skills and knowledge with new technology, tasks and higher responsibilities.

d. The organization disseminates career information to give greater opportunities for employees to improve themselves and to accommodate career planning.

Personal fulfillment orientation and career freedom has an avenue of development with training program designed by the organization. They participate in training program not absolutely due to the needs of the organization, but also to accommodate the desire and interest of the employees.
Appendix 3

PERUMPEL II
Branch (Port class 2)

Head

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Appendix 4

PERUMPEL II
Branch (Port class 3)

Head

Plan/Static ----|------ Sekretariat

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Technic & Operation                   Adm, Finance & Personnel

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Service unit: Quay unit                Budget: Accountancy

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Maintenance: Development              S.D.M: Administration
PERUMPEL II
Branch (Port class 4&5)

Head

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Operational       Adm&Financial

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