EVALUATION OF LABOR PERFORMANCE AT BATU AMPAR BATAM PORT

Bugi Nugraha
Marine Transportation Study Program, Surabaya Shipping Polytechnic, Surabaya
Email : bugi.nugraha@poltekpel-sby.ac.id

ABSTRACT

The aim of this research was to determine the progress of loading and discharging manpower performance and factors that affect the productivity at the port that caused delays in loading and discharging at the Batu Ampar port, Batam.

This research was conducted at Batu Ampar Port, Batam for 10 months, starting from August 2018 to June 2019. The obtained data sources were primary data that were directly obtained from the research place by observation and interview, also secondary data which were litteratures that are related to this research.

The result of this research shows that Loading and discharging manpower activity at Batu Ampar Port Batam has not been optimal yet, this is caused by the less of employees' performance. So that caused the late loading and discharging process, in the end it caused a loss that was big enough for the company.

Keywords : Loading and Discharging; Loading and Discharging Manpower; Port

ABSTRAK

Tujuan dari penelitian ini adalah untuk mengetahui perkembangan kinerja Tenaga Kerja Bongkar Muat dan faktor-faktor yang mempengaruhi produktifitas Pada Pelabuhan sehingga terjadi keterlambatan bongkar muat Pada Pelabuhan Batu Ampar, Batam.

Penelitian ini dilaksanakan Pada Pelabuhan Batu Ampar, Batam selama kurang lebih 10 (sepuluh) bulan, terhitung sejak bulan Agustus 2018 sampai Juni 2019. Sumber data yang diperoleh merupakan data primer yang langsung diperoleh dari tempat penelitian dengan cara observasi serta data sekunder yaitu literatur-literatur yang berkaitan dengan judul skripsi.

Hasil penelitian ini menunjukkan bahwa kegiatan Tenaga Kerja Bongkar Muat Pada Pelabuhan Batu Ampar Batam belum optimal, hal ini dikarenakan kurangnya kinerja karyawan dalam bidang masing-masing. Sehingga mengakibatkan keterlambatan dalam proses bongkar muat yang akhirnya berdampak pada kerugian yang cukup besar bagi pihak perusahaan.

Kata Kunci : Bongkar muat; Tenaga Kerja Bongkar Muat; Pelabuhan

INTRODUCTION

Indonesia is a strategic country that is located between two continents, namely the continent of Asia and the continent of Australia and is located between two oceans, namely the Indian Ocean and the Pacific Ocean. A third of Indonesia's territory is land and the rest is sea which has thousands of islands, large and small.

The port is also a means of loading and unloading goods, boarding and dropping passengers (Tongzon & Nguyen, 2021). In this case the speed of loading and unloading activities depends on the condition of the ship, the condition of the goods to be unloaded or loaded, adequate human resources and loading and unloading equipment as well as work teams or Loading and Unloading Workers (TKBM) who are skilled and professional in carrying out unloading activities fit.

The performance description of TKBM At the port does not yet have professional TKBM performance due to lack of human resources and lack of understanding of loading and unloading equipment, therefore the productivity of loading and unloading workers in loading and unloading activities is very decisive in achieving goals, so that ports can carry out various strategies in facing competition very strict.

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The research objective is an indication of the direction in which the research is being carried out or what data and information is to be achieved from the research. Research objectives are formulated in the form of concrete statements, observable and measurable. The research objective is to find out the development of performance (TKBM) and the factors that affect productivity at the port so that delays occur in terms of loading and unloading of goods at Batu Ampar Batam Port.

THEORETICAL BASIS

Performance

Performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities such as work standards, targets or criteria that have been determined in advance and have been mutually agreed upon (Soim, Haryanti, Mufron, & Erfiana, 2022). If seen from the origin of the word, the word performance is a translation of the word performance, which according to the Sriber-Bantan English Distionary, published by the United States and Canada (1979), comes from the root word "to perform" with several "entries", namely: to do, carry out, carry out, fulfill or carry out the obligation of an intention, carry out or complete the responsibility, do something that is expected by a person or machine.

Unloading and loading

Loading and unloading is one of the activities carried out in the process of forwarding (shipping) goods (Lambrou, Watanabe, & Iida, 2019). What is meant by loading activities is the process of moving goods from the warehouse, raising and then piling them on the ship while unloading activities are the process of unloading goods from the ship and then arranging them in a warehouse at the port or stock pile or container yard.

a. ***stevedoring***

The work of unloading goods from ships to docks or barges or trucks or loading goods from docks or barges or trucks onto ships until they are stacked in the holds of ships using ship cranes or land cranes.

b. ***cargodoring***

The work of releasing slings or nets of goods from the Cargo hook of the ship at the wharf and moving the goods (ex tackle) from the wharf to the warehouse or stacking yard, then arrange them in the warehouse/yard or vice versa (T. Lee & Nam, 2017).

Loading and unloading workers (TKBM)

Loading and unloading workers (TKBM) are people or individuals who develop themselves in a labor organization at the port to carry out loading and unloading of goods that are paid wages or salaries by leaders in accordance with applicable laws and regulations (Bae, 2017).

Loading and unloading activities

Loading and unloading activities are activities of loading and unloading of goods from and/or to ships including activities of unloading goods from the hold of the ship to the pier on the ship's hull or vice versa, it is called Stevedoring, activities of transferring goods from the pier on the ship's hull to the warehouse or yard or vice versa which is called Cargodoring and the activity of taking goods from the warehouse or field below to the truck or vice versa, which is also called receiving/delivery (Miyashita, 2018).

Types of Commercial Vessel Cargo

Marine cargo can be differentiated according to several classifications according to the type of cargo, its nature, and so on. It is based on the classification that shipping companies operate and also what ships must be used in this business (J. S. Lee, 2013).

Harbor

Port is a place consisting of land and surrounding waters with certain boundaries as a place for government activities and economic activities used as a place for ships to lean on, anchor, board passengers and/or loading and unloading of goods equipped with shipping safety facilities and port support activities as well as as a place for intra and inter-modal movement of transportation (Tadić, Zečević, & Krstić, 2018).

METHOD

This research is a developer researchThe research method is important in research, this is because the good or bad of a study depends on the method used. In this study the method used is descriptive type (Haryanti, 2019). The descriptive understanding according to Yudiono (1984: 19) in his book Research Methodology is

writing that contains descriptions, descriptions, and explanations about an object as it is at a certain time and does not draw general conclusions.

The population is the entire unit to be studied and has at least one characteristic in Common (Creswell, 2018). And the population in this paper is the entire loading and unloading workforce. The research population tonight is all employees at Batu Ampar Batam Port.

The sample is representative of the population studied. And the samples in this study are several loading and unloading gangs in the Loading and Unloading Workers who carry out loading and unloading of general goods (general cargo). The samples taken in this study were ships carrying out the loading and unloading process at Batu Ampar Batam Harbor

Based on the data obtained, a qualitative descriptive analysis method was used, namely analyzing the findings found in the field with measuring instruments in the form of theories that were relevant to the problem under study, so that the causes of the problems were found (Sugiyono, 2017). By using this method all problems found and observed at the Port will be described and explained in detail. Good or bad research depends on the data collection method in question is to obtain relevant, accurate data and identify existing data. The data obtained is then analyzed and from the results of this analysis it is hoped that it will produce a clearer picture of the preparation of this thesis, both in terms of the problems and the end.

RESULTS AND DISCUSSION

Loading and unloading workers at Batu Ampar Harbor, Batam

Every loading and unloading company (PBM) of goods that requires manpower, can submit a request with a written system to the loading and unloading workers cooperative (TKBM) Batam Port

1. TKBM service procedures and users
   a. Arrangements for Loading and Unloading Workers
   b. Basically, TKBM can only be hired in accordance with the TKBM usage plan, according to the PBM submission that is reported to the TKBM.
   c. The transfer of work from hold to hold in the same ship can be carried out in accordance with existing procedures in the loading and unloading process.

d. The transfer of work from ship to ship can be carried out during the shift, provided that the PBM notifies the TKBM Cooperative and pays welfare and administration costs of Rp. 8,754, - person/shift.
e. Each work shift is replaced by using a new TKBM (Fresh Gang). For shift III, the field is usually put together with shift II, so that 1 (one) work team carries out loading and unloading activities (B/M) at the same time 2 (two) work shifts and that often happens in the field, especially Batam's Batu Ampar Port.
f. Each TKBM deployed by the TKBM Cooperative must comply with the instructions for carrying out the work given by the PBM supervisor (supervision) concerned. At each work location, PBM is obliged to place one or more supervisory personnel and in accordance with the provisions that apply in the Loading and Unloading Workforce Cooperative. Giving work orders/instructions is carried out by PBM supervision through the Head of the Work Team (KRK).
g. The SPK (Social Work Order) was handed over directly by the KRK (Head of Work Team) to the PBM supervisor concerned and checked the number of TKBM members.
h. The Head of the Work Team (KRK) must always be at the work location to provide instructions and supervision to its members so that during the loading and unloading process they are right on target determined by the loading and unloading team.

2. TKBM Request Time (Anvaraag) and Working Hours
   a. Hours that must be considered for TKBM requests For PBMs who will employ TKBM for loading and unloading activities at the Port, the following matters are determined:
      1) For Shift I activities submitted no later than 21.00 WIB the day before.
      2) For Shift II activities submitted no later than 13.00 WIB on that day.
      3) For Shift III activities submitted no later than 18.00 WIB on that day.
   b. Cancellation of TKBM requests that have been submitted to the TKBM cooperative can only be done within 3 (three) hours before the shift in question carries out the unloading process.

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c. Based on the decision of the Minister of Transportation No. km. 25 of 2002 dated April 9, 2002, the time for carrying out loading and unloading activities is determined as follows:

1) Shift I Hour 08.00 to 16.00
   Rest 12.00 to 13.00
2) Shift II Hours 16.00 to 24.00
   Rest 18.00 to 19.00
3) Shift III Hours 24.00 to 08.00
   Rest 04.00 to 05.00

d. Overtime

1) Overtime can be used for a maximum of 3 (three) hours only for the purpose of completing the final B/M (loading and unloading) of the ship as soon as the ship departs.
2) If it turns out that the activity is not completed within 3 (three) hours, the PBM is obliged to pay 1 (one) Shift wages to the TKBM and immediately make a follow-up request for administrative purposes of the Unloading Workers Cooperative (TKBM).

   At the time of submitting a request for TKBM, it is expected that PBM can provide an upfront payment (upper) of at least 50% of the total use of TKBM for piece work.

3. The number of loading and unloading workers used

a. *Intensive Labor*(Non Mechanic)

1) *stevedoring*minimum 12 people (1 KRK, 2 TKG cranes, 1 pilot, 8 members).
2) *cargodoring*minimum 12 people (1 KRK, 11 Members).
3) *Receiving/Delivery*minimum 12 people (1KRK, 11 Members).

b. Intensive Labor Arts (Mechanics)

1) Palletization of Goods
   a) *stevedoring*minimum 6 people
   b) *cargodoring*minimum 6 people
   c) *Receiving/Delivery*Minimum 6 people (if needed)
2) Goods Without Pallets
   a) *stevedoring*minimum 12 people

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b) *cargodoring* minimum 6 people

c) *Receiving/Delivery* Minimum 6 people (if needed)

Truck Lossing/Loding

1) Stevedoring of at least 12 people
2) Cargodoring minimum 6 people

c. *Kade Lossing/Loading*

1) Stevedoring of at least 12 people
2) Cargodoring minimum 6 people

d. *Extra gang*

Regarding the use of TKBM for extra gang work (Bagging, Trimming, Sewing, Sweeping etc.) as needed.

e. B/M activities with the Conveyor Belt system use TKBM as many as 12 people.

f. Bulk goods unloading activities that use mechanical devices (graft, shopel, loader) can use TKBM of 6 (six) people for stevedoring.

Loading and unloading work productivity targets

1. Performance standards for loading and unloading of non-container goods according to the decision of the Director General of Transportation and Transportation No. pp. 72/2/20.9 dated 27 October 1999 stipulates as follows:
   a. *General Cargo* : 25 T/G/A
   b. *Cargo Bag* : 30 T/G/J
   c. Dry Precipitation : 100 T/G/J
   d. Liquid Precipitation : 150 T/G/J
2. Labor Alley Productivity

   Hours of tons of goods being unloaded or loaded in one working hour by each gang of workers differentiated according to the type of commodity, according to the labor system using a shift work system. The labor gang productivity formula is as follows:

   T/G/J = Number of Goods unloaded/loaded per cargo hold

   Number of gangs per ship shift X available hours

   Like the case of MV. Penguin Indoraya, which carried out bulk cement unloading activities from Jakarta, totaling 5,080 tonnes, using 4 ship holds and the number of aisles per hold, namely 9 people and the number of hours per shift, namely 8 hours. With the number of demolition including: 1,270 tons of 1st hatch, 1,260 tons of 2nd

hatch, 1,280 tons of 3rd hatch, 1,270 4th hatches. Based on the calculation of the labor gang productivity formula above, the productivity achieved by each alley is shown in the following table:

hatch 1 = $\frac{1270}{9X8}$

= 17.63 tons/alley

Hold 2 = $\frac{1,260}{9X8}$

= 17.5 tons/alley

hatch 3 = $\frac{1,280}{9X8}$

= 17.78 tonnes/alley

hatch 4 = $\frac{1270}{9X8}$

= 17.63 tons/alley

From the table above the productivity achieved for dry bulk, it appears that it is still far below the predetermined target. Because the productivity achieved was only 70.09 T/G/J. While the provision for dry bulk is 100 T/G/J. In other words, it has not met the optimal productivity target, it is still far/slow compared to the existing provisions.

Waiting Wages and Additional Wages (TOESLAG)

1. Wages Wait
   a. TKBM that has received a work order from the TKBM cooperative and has been at the work site due to something canceled by the loading and unloading company, the TKBM concerned is given transport and rice money of 8,500/person.
   b. If the TKBM in question has been at the work site for up to 3 (three) hours during the shift requested and because of something the PBM cancels the use of said TKBM, then the TKBM is given transport money and rice in the amount of Rp. 17.000,-
   c. If the TKBM has been at the work location for more than 3 (three) hours per shift requested for some reason PBM cancels the use of the TKBM, then the TKBM is given a wage of 1 (one) work shift.
2. Additional Wages (Toeslag)
   a. For work on loading and unloading of goods of a dangerous and disturbing type and nature, the TKBM will be given additional wages as follows:
      1) Very dangerous stuff : 100% of wages
      2) Dangerous goods : 50% of wages

3) Annoying stuff : 20% of wages

b. For the work of loading and unloading high-value goods and those handling special handling, TKBM is given additional wages, the amount of which is determined based on a joint agreement between the loading and unloading service providers and the loading and unloading service users.

c. The grouping of types of dangerous goods as referred to in paragraph 1 (one) is in accordance with the International Maritime Organization (IMO).

TKBM Work Supervision at Batu Ampar Harbor, Batam

TKBM work supervision at Batu Ampar Batam Port, carried out 2 (two) systems, namely Internal and External. What is meant by Internal is supervision carried out by the management of the TKBM cooperative while External is carried out by a team formed by the Batam Port Authority, namely:

1. TKBM work supervision is fully carried out by a team formed by the Batam Port Authority and work control by PBM supervision, TKBM cooperative supervision.
2. Operational findings in the field to be reported in writing to the Batam Port Authority. Head of Traffic and Port Affairs, and a copy to the TKBM and PBM cooperatives concerned.

Supervision of this implementation is carried out by a team consisting of:elements:

a. Batam Port Authority
b. Batam Port TKBM Cooperative
c. APBMI Batam

APBMI may request in writing to the TKBM cooperative not to provide work facilities for PBMs who are not yet APBMI members. APBMI may request in writing to the TKBM cooperative not to serve labor facilities for PBMs who do not comply with the applicable provisions.

Readiness of TKBM Human Resources

The condition of TKBM HR at Batu Ampar Batam Port forefforts to improve the performance and productivity of loading and unloading TKBM. According to the results of the interviews, the implementation of training for TKBM in TKBM Cooperatives is not carried out periodically. Training for TKBM was held after deficiencies were found in an organization's needs analysis and needed to be followed

up. These deficiencies can be seen from the many claims or complaints from service users and also from the decrease in loading and unloading productivity which is far from standard productivity.

Various cost issues for organizing TKBM training are still the main inhibiting factors. To carry out a training for TKBM, financial assistance is needed from the Main Cooperative, the Batam Authority or other parties.

So far, the budget for training has been included in the OPP (Loading Port Fee) and OPT (Destination Port Fees) costs from service users/PBMs who have used TKBM services and also taken/deducted from the payment for TKBM work results (wages).

In an effort to increase the productivity of TKBM through training with minimal costs, the TKBM Cooperative works around this by sending several TKBM to become participants in training held by agencies or other training institutions. The training will be followed if the training is felt to be able to increase TKBM productivity. TKBM Cooperatives who are sent to become training participants will be borne by the TKBM Cooperative while participating in the training. Trainings for TKBM that have been carried out by the Loading and Unloading Workforce Cooperative at the Batu Ampar Harbor in Batam include:

1. Basic Basic Trainingar Loading At Port (Year 2007).
   Organized by the officeBatam Batu Ampar Port Authoritybcooperation with PT. Pelindo I, followed by ± 150 (one hundred and fifty) participants from members of KBatam Port TKBM operations
2. Pen TrainingContainerization (Year 2007).
   Organized by the Global Maritim Center Jakarta, 25 (twenty five) TKBMs were sent to become participants.
3. Tally Training (Year 2007).
   Organized by the Main TKBM Cooperative in Jakarta, 5 (five) TKBM were sent to become participants.

Reasons And Objectives Of Holding Crane Operator Training

From the analysis of organizational needs, it was found that TKBM had not operated cranes safely and correctly. This is evidenced by the frequent complaints from service users (PBM) regarding TKBM's lack of skill in operating cranes. Although these complaints are mostly only verbal, this is evidence of dissatisfaction from service users.

As it is known that crane operation is one of the most important parts in loading and unloading activities. Where if productivity in crane operation is not good then the expected loading and unloading targets will not be achieved, and will cause delays or delays in loading and unloading time. The delay will result in an extension of the mooring time at the port, which means it can have a negative impact on shipping companies because they have to apply for an extension of the mooring time at the port.

In addition, not all of the TKBM who are crane operators have crane operating certificates. In accordance with Law no. 1 of 1970 concerning Occupational Safety, Regulation of the Minister of Manpower of the Republic of Indonesia No. PER. 05/MEN/1985 concerning Lift and Transport Aircraft and Minister of Manpower Regulation No. PER 01/MEN/1989 concerning the qualifications and requirements for lifting crane operators, that in order to operate a crane a TKBM must have a certificate and operator permit (Operating License). The certificate is issued by the Ministry of Manpower and Transmigration.

However, in the Batam TKBM Cooperative, out of 110 TKBMs who are crane operators, only 10 people have certificates or only 38%, which means that there are more crane operators who do not have certificates compared to those who already have certificates or around 62% of Crane Operators do not have certificates. certificate. So that crane operators at Batu Ampar Batam Port cannot be legally recognized even though they can operate cranes. This causes service users to doubt the crane operator's ability to carry out loading and unloading activities at the port.

In view of this needs analysis, the training budget for TKBM is allocated for crane operator training.

The expected objectives of the implementation of the training are: Increasing the quantity of work.

In this case is the increase in loading and unloading productivity. This training is aimed at increasing loading and unloading productivity which is decreasing/difficult to meet loading and unloading productivity standards.

1. Improved quality of work.

   This training is expected to reduce complaints from service users/PBMs, such as cargo damage caused by improper handling of cargo, loss of cargo and errors that can hinder the process of loading and unloading goods. Apart from that, it is also to

reduce the delegation of work (operating cranes) to the ship or PBM, due to TKBM's ignorance in operating several types of cranes which are considered new.

2. Can complete the loading and unloading process in accordance with the expected time. So as to reduce delays.
3. Cost savings

   With the training, it is expected to reduce work accidents caused by improper handling of cargo. By reducing the rate of work accidents, medical expenses or work accident benefits can be minimized and allocated for other organizational needs.

Implementation Team and Training Support Parties / Implementation Committee.

The training implementer or the training organizing team plays an important role in the smooth running of the training during the ongoing activities. According to the results of interviews with the executors of the training for lift-and-load equipment operators and riggers for the TKBM, they are the Main Port Loading and Unloading Workforce Cooperative, the Batam Port TKBM Cooperative and also the Batam Port Authority.

In an effort to increase the productivity of TKBM in loading and unloading of goods, which will have a positive impact on the movement of the flow of goods at Batu Ampar Batam Port, APBMI and the TKBM Cooperative together with the Batam Port Authority have included the training procurement budget for TKBM into the OPP and OPT rates drawn from PBMs who use TKBM services, as stated in the agreement letter with the Batam APBMI DPW and the Batam Port Authority TKBM Cooperative.

In organizing the training the organizing team has paid attention to and is responsible for providing the necessary facilities both for the smooth running of the training and for the needs of the participants such as accommodation, provision of rooms for participants to stay, provision of teaching equipment, transportation and consumption.

Training Participants

From the results of the interviews it was found that the selection of training participants for crane operators and riggers was done randomly, that is, taken randomly from TKBM who had the ability to operate cranes but did not yet have a crane operating certificate or who had at least one experience. year.

TKBM members of the Loading and Unloading Workers Cooperative who have priority to become participants in the Education and Training of Crane Operators and Riggers are TKBMs who have the following qualifications:

1. At least have a junior high school education, and preferably majoring in mechanics and electricity.
2. Good behavior from the police.
3. Was an operator for 3 (three) years with a capacity of 25 tons to 50 tons, so he has a basic knowledge of crane operations.
4. Age of at least 20 years and a maximum of 40 years, this was taken because in this age range one can more easily understand the training provided, and also so that one can have a long time to produce (reciprocity to the organization).
5. Healthy body from a doctor.
6. Take the operator course A1.
7. Pass the exam administered by the Ministry of Manpower.

41 TKBM participated in the training for crane operators.

The materials in the crane operator training include:

1. Basic knowledge of lift cranes and drive motors
2. Basic knowledge of ship cranes and floating vessels
3. Work safety
4. Classification and terms of cool lift operators
5. Steel wire rope
6. Factors affecting the weight of the safe working load
7. Inspection, maintenance/testing of lift valves
8. Lifting aids and rigging knowledge
9. Causes of lifting faucet accidents
10. Safe binding and transport

The average time for each presentation of material is 2 (two) hours. For the classroom method or the provision of material in the room is carried out on the first 2 (two) days and then the next 2 (two) days Demonstration and example, namely the provision of training by practicing the material that has been taught in the field. In practice, participants are given the opportunity to operate cranes that are loaded/loaded by using and implementing the techniques and materials they have obtained.

The last stage is evaluation, evaluation in this training is by giving written exams to the trainees to find out the participants' level of understanding of the material they have received. Training evaluation is carried out by means of written evaluations and observations during field practice. In the written test evaluation it was found that the trainees were able to understand the material provided and from observations during practice in the field participants also tended to be active in activities, this can be seen from the list of evaluation scores obtained.

CONCLUSION

After the writer presents and describes various materials and discussion points in various chapters, the writer can conclude that the loading and unloading workforce activity system at Batam's Batu Ampar Port is not optimal. This is due to the lack of specific skills and the lack of performance capabilities of employees in their respective fields. So that resulted in delays in the loading and unloading of goods at Batu Ampar Batam Port and resulted in considerable losses for the company.

SUGGESTION

With reference to the conclusions above, the suggestions that the author can convey are that in order to expedite the flow of loading and unloading in improving work, it must be sourced from the specific skills and abilities in their respective fields of TKBM members in order to achieve the right targets in Loading and Unloading Workers at the Port Batu Ampar Batam. And it is better for the loading and unloading workforce to further improve the quality of work on TKBM performance so that loading and unloading activities can be carried out with the right targets.

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FIGURE AND TABLE

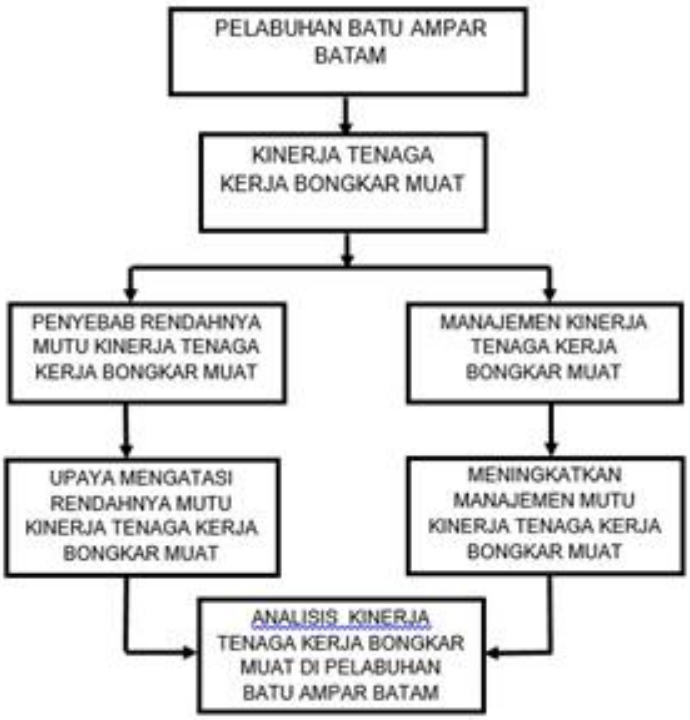

Figure 1

Table 1 Productivity of Ship T/G/J Labor Alleys

Ship crane position	Number of TKBM Gang	Number of Hours per shift	Number of Disassembly	Productivity (T / G / J)
hatch 1	9 people	8 hours	1270	17, 63
hatch 2	9 people	8 hours	1,260	17, 5
hatch 3	9 people	8 hours	1280	17, 78
hatch 4	9 people	8 hours	1270	17, 63
Total Productivity				70.09 (T/G/A)

Source : TKBM Cooperative, Batu Ampar Harbor, Batam

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