



Optimization of Deck Crew Coordination on Watch Duty in Loading Implementation at KMP. Portlink III

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Abstract. The International Maritime Organization (IMO) establishes standards for seafarers worldwide, including those from Indonesia, who must comply with the Standards of Training, Certification, and Watchkeeping (STCW) Manila Amendments of 2010. All ship personnel are responsible for operating and maintaining the vessel and ensuring the safety of its cargo. The captain, also referred to as the master, serves as the ship's overall leader with autonomous authority, given the unique conditions onboard. The captain is ultimately accountable for the safety of the vessel, crew, cargo, and passengers. This study uses a descriptive qualitative approach, focusing on the captain and crew as subjects. Data were collected through interviews and observations, and analysis was conducted in three stages: data reduction, data presentation, and verification. The findings reveal two main points: (1) Communication among the deck crew during cargo management was suboptimal during loading operations, and (2) The motivation of the deck crew during loading was below optimal levels.

Keywords: Coordination, Duty, Loading.

1 Introduction

The International Maritime Organization (IMO) sets standards for seafarers worldwide, including those from Indonesia, who must comply with the Standards of Training, Certification, and Watchkeeping (STCW) Manila Amendments of 2010. All ship personnel are responsible for the operation, maintenance, and safety of the vessel and its cargo. The captain, also known as the master, is the overall leader of the ship and holds autonomous authority due to the unique nature of shipboard life.

As a developing nation, Indonesia has seen increasing demand for various modes of transportation—land, sea, and air. In particular, sea transportation has expanded to support the distribution of essential goods and other materials across regions. Among the types of sea transportation growing in number is the Roro (roll-on/roll-off) ferry. These ferries are designed to allow vehicles to drive directly onto the vessel under their power and disembark in the same way, facilitating efficient loading and unloading processes.

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Roro ships are equipped with ramp doors that connect to floating docks at the pier. These vessels are not only used for transporting trucks but also serve to carry passenger cars, motorcycles, and pedestrians. The handling of cargo on Roro ships during the loading and unloading of vehicle cargo requires expertise, precision, and effective cooperation among the crew. Additionally, it necessitates established systems and procedures aligned with the operational activities, such as preparing loading handling plans and supervising the loading and unloading processes. This ensures the smooth execution of these operations while minimizing potential losses associated with loading and unloading activities.

Many issues arise during the loading and unloading processes, making it essential to understand the significance of coordination to prevent losses that could harm the company. The crew's focus can wane, and fatigue may set in during congested ship operations, leading to a decrease in their motivation to adhere to procedures. As a result, errors can occur during loading and unloading, compromising the efficiency of ship operations. Poor communication among the deck crew on duty while managing cargo further exacerbates the situation. The low motivation of the deck crew during their watch can lead to detrimental consequences for both ship operations and the shipping company.

This study aims to identify the problems and causes of miscommunication during loading operations, analyze the issues and challenges faced by the crew during these processes, and propose solutions to improve coordination during loading. The researchers investigate factors that contribute to poor communication among ship crew members and explore ways to enhance crew motivation. The findings of this study serve as a guideline and valuable input for seafarers and readers in addressing challenges encountered during loading activities on Roro ships. Additionally, the study provides insights for shipping companies operating KMP. PORTLINK III to enhance their operational efficiency.

2 Theoretical Framework

Coordination is the process of integrating (combining), synchronizing, and simplifying the implementation of separate tasks continuously to achieve goals effectively and efficiently. [1]

Coordination is one of the main tools for organizations to accelerate the process of achieving goals. Coordination is necessary at all levels of organizational activities. Both at the level of policy formulation and at the level of implementation from the beginning are included in the plan or program that is prepared. [2]

From the opinions of experts, it can be concluded that coordination is a process of integrating, synchronizing and simplifying the implementation of separate tasks so that they can complement, help and complement each other in order to achieve goals effectively and efficiently.

The characteristics of effective coordination are as follows: 1. The goal of coordination is achieved by satisfying all relevant parties; 2. The coordinator is very proactive and the stakeholders are cooperative; 3. No one is selfish or his group

(egosectoral); 4. There is no overlapping of duties; 5. The commitment of all parties is high; 6. Decision information flows quickly to all parties in the coordination network system; 7. Not detrimental to the coordinating parties; 8. Timely implementation; 9. All problems solved; 10. The availability of a complete and detailed written report by each stakeholder.[1]

Communication is the process of conveying information from the source to the recipient to be understood and can change the recipient's behavior as the source wants. [3] Another opinion says that communication is the process of transferring meaning in the form of ideas or information from one person to another. [4] Good communication can minimize conflicts among employees, leading to increased morale and improved productivity. Informal communication serves as a channel that disregards the formal organizational structure, facilitating faster dissemination and reception of messages within a company, whether from leaders to subordinates or among colleagues. The frequency and continuity of informal communication can foster the development of informal groups.

Motivation refers to the desire to take action, while a motive represents the underlying need, desire, or impulse. It is the internal drive within an individual that encourages them to perform specific actions or behaviors. Work motivation, therefore, can be understood as the desire or need that propels a person to engage in work-related activities. An individual's motivation is influenced by the intensity of their motives.

During the loading process, various personnel play crucial roles, including the officer on guard, helmsmen, and sailors. The officer on guard is responsible for supervising and regulating the loading operations, following the plans established during the pre-loading briefing. The guard helmsman assists the officer by helping to organize the loading according to the officer's instructions. Meanwhile, the guard sailors carry out the orders given by the officer on guard and the helmsman, ensuring that the loading procedures are executed as directed by the captain.

Skills refer to the ability to complete tasks effectively and efficiently. They encompass the advantages or proficiencies that individuals possess, allowing them to utilize their intellect, creativity, and ideas in performing or completing various activities. According to some sources, skills can be defined as a person's capacity to apply their knowledge and creativity to modify, improve, or create something meaningful, ultimately producing value from their work. While skills often require training to develop, they are also built upon the foundational abilities that each individual possesses, which can help them generate valuable outcomes more quickly. [5] Skills are divided into 4 (four) categories, namely:

Basic Literacy Skill. Basic skills that everyone must have such as reading, writing, arithmetic, and listening.

Technical Skill. Technical expertise gained through learning in the field of engineering such as operating computers and other digital tools.

Interpersonal Skills. Everyone's skills in communicating with each other such as listening to someone, giving opinions, and working in a team.

Problem Solving. A person's expertise in solving problems using their logic.

From the severe opinion of the above experts, we can conclude that everyone's skills must be honed through training programs or other guidance. Training and so on are also supported by the basic abilities that a person already has in him. If basic skills are combined with intensive guidance, it will certainly be able to produce something useful and valuable for yourself and others.

By ISM Code element 6, it is as follows:

1. The Company shall warrant that the Master is:
 - Able to lead.
 - Familiar with company SMS.
 - Get support to carry out their responsibilities.
2. The company shall guarantee that each vessel is manned by a competent, certified, healthy seafarer by national and international requirements.
3. The company shall establish procedures that ensure that new personnel and personnel transferred to new positions related to safety and pollution prevention are well familiarized. Important instructions to be given before sailing must be identified, documented, and provided.
4. The Company shall ensure that all personnel involved in the Company's SMS have a sufficient understanding of the rules, laws, and guidelines.
5. The company must establish and maintain procedures for identifying training needed to support the SMS and ensuring that such training is provided to all those who require it.
6. The company shall establish procedures by which ship personnel receive information via SMS in a working language or language they understand.
7. The company must ensure that ship personnel communicate effectively in carrying out their work related to SMS [6].

3 Method

The research employed is qualitative, presenting findings through descriptive analysis. Qualitative research is a method used to express and comprehend the meanings perceived by individuals or groups regarding social or humanitarian issues. This approach focuses on understanding the complexities of human behavior and the context in which these behaviors occur, allowing for a deeper insight into the perspectives and experiences of the participants involved. [7]

Descriptive research aims to outline a symptom, fact, or reality. The research approach employed is qualitative descriptive research. This type of study focuses on a specific phenomenon or population, aiming to explain relevant aspects and characterize the existing phenomena or problems. [2]

The research used is qualitative research which in fact will be presented in descriptive analysis. This study aims to describe systematic or factual descriptions or paintings of facts, characteristics, and correlation

4 Discussion Result

4.1 Lack of Maximum Communication Between Deck Crew in Charge of Guarding During the Implementation of Load in Regulating Cargo

Establish informal communication between fellow crew members who are in charge of guarding, especially during the implementation of loading in regulating cargo. Informal communication is a form of personal interaction that commonly takes place within an organization. In informal communication, messages are conveyed spontaneously and directly, typically without prior planning. In other words, this type of communication occurs without adhering to the formal structure or approvals typically required in an organizational hierarchy.

Frequent interactions and close physical proximity among crew members often foster bonds of friendship outside the formal organizational structure. In informal communication networks, individuals who may not hold strategic positions within the organization's official hierarchy can become influential opinion leaders. These informal leaders shape perspectives and influence decisions through the trust and connections built within these informal networks.

The presence of an informal communication network within an organization is crucial for Public Relations to consider, especially when company policies face resistance from employees, potentially hindering the overall achievement of organizational goals. For Public Relations, the informal communication network serves not only to address such resistance but also to nurture social relationships and group cohesion among employees, supporting a positive and collaborative work environment.

The effectiveness of an organization depends greatly on effective communication, as it fosters shared understanding between information senders and recipients across all levels within the organization. Additionally, communication plays a key role in shaping the organizational climate, which in turn can significantly impact the organization's efficiency and productivity.

Building interpersonal relationships between fellow crew members who are in charge of guarding, especially during the implementation of loading in managing cargo. The objectives of building interpersonal include:

Forming and maintaining meaningful relationships. Forming and maintaining good relationships with crew members of the deck. Such relationships help reduce depression loneliness, make a person able to share with each other and generally make a person feel more positive about themselves.

Preventing conflicts. To prevent the occurrence of interpersonal conflicts in the work environment, in this case on board, against the continuity of organizational activities.

Increase interpersonal. Knowledge and knowledge about the outside world. It will make the crew understand better about other events.

Social support sources. A solid foundation for social support. Suppose the crew gets the results of a poor performance evaluation, other individuals in the organization can provide support.

Accelerate the completion of a job. If it has been created in the work environment, the process of working between crew members will be easier to do.

Fostering motivation. One can motivate others to do something good and positive. Grow and maintain motivation that leads to an improvement in the performance of deck crews.

For play and fun. Talk to colleagues about the activities carried out by the crew when they are not on guard duty.

Another approach to encourage effective communication is to create enjoyable gatherings, such as celebrating significant events or simply sharing a meal together. Consistency in positive attitudes and behavior, as well as a genuine interest in others, can also help foster strong connections within the team.

4.2 Lack of Maximum Motivation of Deck Crew in Duty to Guard During the Implementation of Loading

Shortening the Deck Crew Work Contract and accelerating the turnover of deck crew on board KMP ships. PORTLINK III. Company policies can be adjusted based on the availability of current crew members to minimize prolonged turnover on board, with consideration for maintaining operational effectiveness. In this context, motivation can be assessed from the perspective of the deck crew responsible for guarding., which is as follows:

1. Maintain work stability
2. Creating work discipline
3. Creating a good atmosphere and working relationship with other deck crew members
4. Enhance the sense of responsibility of crew members for their duties and work
5. Increase the efficiency of the use of tools/facilities provided by the office
6. Reducing the level of work stress that is often experienced by most crew members at work
7. Generate work morale, and improve the performance of crew members at work
8. Increasing the level of job satisfaction in crew members at work.

Absence of an Award for Crew Members who are Diligent and carry out their Duties and Responsibilities well. Awarding diligent crew members who perform their duties and responsibilities well serves as recognition from the company or supervisors and aims to boost motivation among other crew members to excel. This approach fosters healthy competition, contributing to a more competitive and productive work environment. There are several forms of appreciation for loyal crew members, including:

1. Give sincere praise
2. Celebrating successes
3. Giving memorable awards
4. Provides special bonuses
5. Providing rest time
6. Providing opportunities for promotion

Recognizing crew members who demonstrate high loyalty is essential for every leader or company. This acknowledgment encourages crew members to continually enhance their performance and commitment, contributing to the company's growth. Awarding loyal crew members also motivates others on the team to elevate their performance.

5 Conclusion

Informal communication between crew members has not been effectively established, making it essential to rebuild these connections through regular meetings among crew members. Building interpersonal relationships is also crucial for fostering effective communication, especially during loading operations.

Extended work contracts contribute to fatigue and burnout, leading to a sense of indifference among crew members. Additionally, the lack of recognition for deck crew members has resulted in decreased motivation among them.

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